THE MUNICIPAL YEAR BOOK 1934

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The Municipal Year Book

1934

The Municipal Year Book 1934

An authoritative résumé of activities and statistical data of American cities

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EDITORS

Clarence E. Ridley

Orin F. Nolting

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International City Managers' Association

1934

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FOREWORD

MUNICIPAL government is attracting more attention than ever before in the history of the United States—an opportune time for the publication of the first issue of a Year Book which it is hoped will develop in a few years into a comprehensive volume of factual data on American city government. Hitherto, cities in this country have had no comprehensive periodical record of information about the form of government, personnel, and the various activities of city government that is needed by officials and citizens as a basis for improving their own local government. This Year Book is an attempt to meet this long felt need. It is obviously far from complete in content and of course represents only a beginning toward what an ideal Municipal Year Book for American cities should eventually become.

This limitation in scope is due to such practical considerations as the cost of collecting, compiling, and publishing. Another limitation which greatly complicates an undertaking of this nature in this country is the fact that cities are operating under forty-eight different jurisdictions, which is not true in certain European countries in which municipal yearbooks have been published for many years. It is hoped, however, that this first issue will inaugurate an authoritative municipal yearbook for this country. In publishing this Year Book the International City Managers' Association is in a manner merely enlarging its more restricted *City Manager Yearbook* which has been published since 1914. The proceedings of the Association's annual conference have been replaced with other material of more general interest.

The omission this year of the publication of the *Financial Statistics of Cities* by the Bureau of the Census prompted the collection of certain financial data, an interpretation of which was purposely avoided because of the many factors which, if known, would have a very direct bearing on any conclusions that might be drawn. A directory of city officials was included in the hope that the publication of the names, length of service, and other data would aid in developing among these officials a professional group consciousness.

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Through the very generous co-operation of city officials, complete information was obtained on the form of government and directory of officials for all cities of over thirty thousand population; and about two-thirds of these cities reported financial data. The cost of collecting and compiling precluded the gathering of similar data from cities of less than thirty thousand population except council-manager cities with which the Association has ready contact. The omission of the other smaller cities should not be construed as minimizing their importance. It is hoped that next year it may be possible to lower the population brackets in order to include information about a much larger number of cities. It is also planned to add other new features from year to year as resources permit.

Many contributors found it difficult to develop their subjects properly in the number of words assigned. For these limitations the editors are responsible. We shall welcome suggestions for a better balance of subject matter and for additional topics to be covered in subsequent editions as well as criticism concerning the present content. We shall be especially grateful to those who will direct our attention to any errors.

In addition to expressing appreciation of the generous help of the officials of those cities from which data were collected, we wish to acknowledge our indebtedness to Carl H. Chatters, executive director, Municipal Finance Officers' Association of the United States and Canada, and to Paul V. Betters, executive director, United States Conference of Mayors, and the American Municipal Association, who co-operated in the collecting and compiling of the financial statistics. We are grateful also to all the contributors, individually and collectively, especially to the editorial consultants of *Public Management,* for the concise summaries of significant developments in their respective fields in 1933. Our thanks are due to Mrs. Lucile L. Keck who assisted in selecting the more important publications in administration which appeared during the year.

Finally, we again solicit suggestions for the improvement of future editions.

CLARENCE E. RIDLEY
ORIN F. NOLTING

Chicago
April, 1934

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PART ONE

A Résumé of Municipal Activities in 1933

Looking Ahead at City Government

By Louis Brownlow

Director, Public Administration Clearing House, Chicago

WHEN at the end of 1933—that momentous year of deep despondency and thrilling adventure—one tries to look into the future to see what is ahead for cities, he can hardly fail to see that the immediate task of municipal governments in the United States during 1934 and 1935 is that of making buckle and tongue meet. It is a task of balancing budgets, of paring away excess costs, of cutting out every wasteful expenditure.

The task is all the more difficult because it will be harder to get the money that is needed and there will be an increase in the demands for services. Some cities, perhaps many of them, will not be able to solve the problem in the terms of what has in the past been considered sound fiscal practice. Some cities, perhaps many of them, will go into default.

"Default" is a word that we are accustomed to using in this connection when a city is unable to find the money to meet the payments for interest on money it has borrowed or to pay off its obligations at maturity, but there is another kind of "default" which is also a result of the depression. It occurs when a city defaults in rendering to the people of its community the municipal services which are necessary to sustain American standards of urban life.

In order to avoid defaults on the municipal debt, some cities, perhaps many of them, will pile up defaults in services. Then, as the services are diminished and the standards of municipal living drop, it may become increasingly difficult to collect taxes and thereby the danger of default on the debt is increased.

If one tries to look farther ahead than the next fiscal year, if one tries to see farther into the future than is indicated by the current annual budget, he can hardly fail to see that the decisions to be taken here and now should be based, as far as may be, upon careful planning for a long term look ahead. It will not profit a city to sacrifice its hopes of the future merely to achieve a temporary fiscal advantage. Indeed, genuine economy requires conservation of capital assets as well as prudent management of current income and outgo.

A municipal budget cannot be balanced merely in terms of dollars and cents; there also must be a balancing of the budget in a social sense, if

for no other reason than that the conservation of capital assets, measured in terms of health, safety, and the welfare of human beings who compose a municipality, represents the only possible insurance for the future income as measured in dollars.

No one, however ardently he may believe in municipal home rule, is foolish enough now to say that the people of a city live in social and economic isolation from the people of the rest of the state and of the nation. It has been said that an outstanding feature of the current revolution is the fact that the federal government has discovered cities. It is quite as true that the cities have discovered the federal government. Still legally and politically creatures of the State, the municipal governments have been forced to look beyond state lines to seek even tolerable and temporary solutions of their problems of unemployment relief and of municipal credit, and find themselves inexorably driven by the social and economic forces that are, in the terms of the smallest practical measurement, at least nation-wide. It was at the annual conference of the International City Managers' Association at Louisville in 1931 that C. A. Dykstra, the city manager of Cincinnati, first boldly announced the theory that the economic concerns of the individual city, being determined by nation-wide policies of national government, of national banking practices, of national industrial and commercial policies, could no longer alone bear the burden of the failure of these nation-wide economic controls.

During 1933 we have seen the mayors and other chief executives of American cities, organized in the United States Conference of Mayors, constantly at work in Washington, being driven to the national capital to seek aid which they knew could not be had at the capitals of their states. During the year we have seen cities establish lines of communication with Washington through the governors of states with regard to unemployment relief, through state relief administrators with respect to civil works projects, directly to Washington without intervention of the state governments with respect to public works projects, and directly to the Congress with respect to municipal credits; and all with the result that there is just now greater confusion in municipal procedure than ever before was apparent.

Yet if one looks closely he may hope that much of this confusion is more apparent than real, for when, as has been the case in the past, all or nearly all of the American cities were operating each for itself, within itself, and of itself, the municipal life of the country as a whole was nothing but confusion. It was impossible to find any unit of measurement by which comparison of municipal affairs in one city might be made with those in another. So I think that the apparent confusion of today is but a recognition, because we have gained perspective, of what has been

going on, and I make bold to predict that out of this apparent confusion we may hope for a more orderly composition and a greater clarification of the problems of municipal government than we yet have known in the United States.

My faith in such an outcome is bolstered by many evidences of closer cooperation among cities as evidenced by the increasing activities of leagues of municipalities, by the tremendously increased work of national organizations of municipal officials, by the recognition of the existence of municipal government by the federal government, and by a growing popular acceptance of the idea that the services of government to the people of the community cannot longer be kept in separate uncommunicating compartments merely by the device of taboos that are called Nation, State, and City.

Charles E. Merriam says that in the future, government in this country will be less legalistic, less partisan, and more technical. The necessities born of the economic calamity of the last four years have rubbed out many a dotted "i" and many a crossed "t" in the constitutional and statutory phraseology that bound and limited the scope of governmental activity. This is not the place in which to discuss the sweeping and fundamental changes in the relation of national government to economic and social life that have characterized the New Deal, but it may be the place in which to say that the implications of the New Deal cannot fail to result in changes quite as sweeping and as fundamental in local government as well.

Partisanship in local government has been decreasingly effective, if one looks at the country as a whole, since the beginning of the century, and now, even where the partisan forms are still in forceful effect, their unreality is increasingly apparent. The leader of the New Deal on the national scale has appealed to the support of men and women of all parties, but in states and cities we can still find here and there a local machine, labelled "Democratic," that is manifestly out of step with the titular leader of that party, and on the other hand we can find local governments, called "Republican," that are engaged in trying to fit in their local programs with the national program of a President who is a Democrat. But in local government the evils of partisanship in public affairs are not necessarily confined to the activities of the national parties, nor are they necessarily represented by any formal party organization. In some cities bad government, as represented by excessive costs and inferior services to the people, is the result of bi-partisan control of the governmental machinery in the interest of selfish and unenlightened politicians. In other cities, and in an increasing number of cities, we find the problems arising in the local scene being determined under the leader-

ship of local parties, some of which represent enlightened and modern citizenship. In still others we find the difficulties of local administration increased and complicated by the rise of new, even if vague and unorganized, parties based upon differing economic interests and theories. It may well be, for instance, that a particular city, having escaped the worst evils of the old-time political machine rule, will now have to look sharp to prevent its control being captured by a minority interest that represents a minority faction of the people—be that faction composed of bankers, of labor unions, or of what-not.

The best safeguard for the future of local government, freed from too narrow legalistic shackles and emerging from partisan control, lies in the extension, improvement, and development of its technical services.

Here, first and foremost, we come face to face with the problem of improving the quality of personnel in government service. Under the spell of legalism, many of our past efforts to improve the personnel of government met defeat in that the machinery devised was not particularly successful in obtaining better people and yet this very same machinery prevented getting rid of the inefficient and the incompetent once in the service. Now, with well-founded hopes for reducing the influence of partisanship which put men in the public service, not because they were qualified to render the service for the people but because they had in the past rendered and were expected in the future to render services to a political party, we must turn our minds to the task of getting the best people into the government service, and by best I mean, of course, those best qualified to do the work for which they are paid and which is necessary for the social survival of the urban community. The very financial difficulties involved in the process of making buckle and tongue meet can approximate a satisfactory solution only to the extent that men with the requisite technical qualification are given the opportunity, clothed with the authority and burdened with the responsibility, of working out the fiscal problems.

The same thing, of course, may be said of the social services, the educational, cultural, and recreational services, the engineering and utility services, the protection of life and property, and all of the other multitudinous things that local government undertakes for its citizens.

In other words, city governments must bestir themselves to make a tremendous effort to catch up with the procession in improving the quality and character of their technical services. Government has lagged, the social habits of the people have lagged, the thought of the citizen as a citizen has lagged, far behind the technological advance which has so radically changed the urban social environment.

To close this gap there first must come the striking off of the legal

shackles that have enslaved the cities to a century old concept of the scope and responsibilities of local government. Next must come the extirpation in the community consciousness of that curious interpretation of democracy which has devoted positions in the public service as rewards for partisan, factional, and personal political chicanery. And then must come the recruitment and training of technically qualified men and women to perform the social services without which an urban community cannot adjust its public life to the modern scene.

Unless we are engulfed by a catastrophe we can neither stop where we are nor go backward. We must go ahead and to go ahead with any assurance of safety means that the city governments must not longer trust to luck, must not longer grope blindly ahead in the darkness of ignorance, but must commandeer the services of their most disinterested and most enlightened citizens in an effort to chart and plan the road into the future.

For this planning they will require as much information as can be assembled. We have lacked information in the field of municipal affairs and we cannot by any magic device be seized of it in an instant. Perhaps it is in such a volume as this, when used in connection with all available resources of research and inquiry, that we may find the beginning of an orderly assembly of the pertinent facts upon which cities all over the country, working together, may establish a common treasury of information. Then, looking ahead into the future and remembering the purpose to plan for the future of the city, we must try to realize that the future of a municipal corporation is a matter of complete indifference and utterly of no account unless it is related directly to the future welfare of the individual boys and girls, men and women, who compose the community for which the municipal corporation is only a political and legal expression.

So, for the next year, I think it will be hard to make buckle and tongue meet, and in some cities the task may prove too much for local resources. There will have to be help from the State and help from the Nation, but even in such cities as these that help will be the more readily forthcoming if the local government has done its level best.

Looking beyond this next year, I have faith to believe that the lessons of adversity will have taught our cities many things of permanent value, and that beyond there lies a hope for a better planned and better ordered and better administered, and a more serviceable municipal government.

The Financial Hope of the City

By Simeon E. Leland

Member of Illinois State Tax Commission
Professor of Economics, The University of Chicago

THE problem before us in 1933 and now is not how to finance cities; it is how to finance governmental service for approximately seventy million people. We have looked hitherto at governmental financial problems largely in terms of political jurisdictions. The problems are viewed as those of the state, the nation, the county, or the city—all seeking independent solution. Fundamentally, however, the problem is simply financing governmental service for the people governed. It is utterly immaterial whether they are governed by a county, city, township, or state, so far as the satisfaction of their wants is concerned. The important thing is that their collective wants be economically and efficiently sated.

When a city seeks to solve its financial problems, it turns first to the state for aid. It must do so because cities generally are "hamstrung," on the one hand, by constitutional and statutory restrictions, and, on the other, by tradition. Cities have practically no political or fiscal independence. When they turn to the states for aid they are usually rebuffed. The rurally dominated legislative assemblies seldom even seek to understand the problems of urban government. The states to which localities appeal for aid are really units of government smaller than themselves, as a tabulation of fiscal activities will indicate. Moreover, from the standpoint of functions performed, the city administers to our most necessitous and proximate collective wants. It caters to our cultural and intellectual needs, while the state government is either designed to provide for a modicum of equality of opportunity, or to regulate inter-governmental conduct, or to supply services to those areas containing too few people or too sparsely situated to provide governmental service for themselves. Fundamentally the government to which cities naturally turn for assistance is an agency now primarily concerned with the performance of functions in rural rather than urban areas. To get this agency to understand the needs of the city is a major task, yet one necessary to the solution of the financial problems of urban municipalities.

The search for a fiscal Klondike for governments has gone on from the beginning of time. Every expedient imaginable has been tried. Tribute,

voluntary contributions, currency debasement, and the employment of slaves are only a few of many which have been used.

The difficulties of financing local governments increase with the size of the city and grow at more than a proportional rate. It is obvious from a study of per capita costs that the so-called diminishing cost principle does not apply to public expenditure. Many of the same services are performed more cheaply per unit of cost, which, of course, is the only true measure of either diminishing or increasing cost, but the aggregate of service increases so rapidly as to swell the total expenditures and thus increase the per capita costs.[1] These increases are due to two things. The first to be noted is the more intensive performance of functions common to both large and small municipalities, such as the more frequent removal of garbage. As population becomes more congested and the criminal population increases, the beats of policemen must be patrolled more frequently. Water pressure must be maintained at higher levels in the larger cities. Fire protection, too, must be more effectively maintained as congestion and population increase. Sanitary standards and requirements also increase progressively with the size of the city.

The second factor affecting the increase in the cost of public services is that of new functions. As the size of cities and areas of government increase, functions are performed which are not undertaken by the smaller units. The growth in size brings new demands for service. Such things as medical clinics, milk inspection, family welfare work, the maintenance of hospitals, colleges, universities, or art museums are not thought of in the smaller towns or rural centers. Behind these increases in service are the forces of population, congestion, industrialization, and all of the other manifestations of metropolitan urbanism. These forces play a part in increasing the difficulties under which public services in cities must be undertaken. They likewise increase the cost of government in such areas.

The revenue problem, likewise, becomes more complex with the growth in the size of the city. Small places are characterized by the homogeneity of their population groups, by relative equality in the wealth and income status of the population. There may be a few rich, to be sure, and a goodly proportion of the poor, but the bulk of the population in the small towns have about the same taxpaying capacity. If they have not, that particular fact is known to everybody else. The very neighborliness of the community probably brings about some rough approximation of justice in tax payments. In such centers the property tax is the chief source of municipal revenue, and here probably works at its best; that is, if it is

[1] Diminishing cost is thus used in a sense different from that employed by economists who apply it to units of service rendered. Many of the writers in public finance apply the term to aggregate costs. As a cost concept it is meaningless unless used on a unit-of-service basis.

administered with reasonable honesty and efficiency. Nevertheless, even in small towns the general property tax is not an equitable means of dividing the cost of government among citizens.

In the smaller centers, the revenue needs of the communities are not great and the people seem willing, for the most part, to pay the major costs on a property measurement. If that were not so, these smaller cities would have great difficulty in meeting their financial requirements as they have almost no other source of income. Miscellaneous revenues yield only small sums. The towns cannot administer successfully either income or sales taxes and, so far as I know, any other type of tax designed to produce substantial revenues. They must either turn to the states, or to the federal government, for assistance, or leave things very much as they are.

As the city increases in size, the problem becomes more acute. Its population becomes more heterogeneous. It differs in culture and in standards of living. The distribution of riches is often badly skewed—fewer and fewer people possess the bulk of the wealth and income of the community. One inhabitant scarcely knows his neighbor, let alone knowing anything about his personal affairs. The property tax becomes more difficult to administer. The neighborly knowledge on which small towns depend to make the property tax work with rough justice is completely lacking in the large center, and perhaps the community is not sufficiently enlightened to provide the proper substitutes. A smaller proportion of the people own property than in the lesser cities and, hence, the attempt to tax property results in the direct taxation of only a small percentage of the urban population. True, a part of the taxes may be shifted to the masses in the form of higher rents, or enhanced prices for goods purchased, but such shifting takes place arbitrarily and seldom is proportional to taxable capacity.

Moreover, the voters and the taxpayers in cities have become separated. As taxes increase and as the population itself becomes more wealthy, fashionable centers tend to be set up around the periphery of the metropolis. The wealthy begin to move to the suburbs; the suburb takes on the aspect of a tax colony. Large proportions of the population work in the city by day and desert it at nightfall like rats from a sinking ship, only to return with the next sunrise to enrich their substance, to satisfy their daily wants, or earn their daily bread. Are these people a part of the city? Must the city provide services for them? And, if so, how can these individuals who live outside the territorial confines of the average city be made to pay a portion of the costs of government of that community?

Various suggestions have been made from time to time to meet this situation. Gross income taxes and salaries taxes have been proposed. The advocates of the sales tax point out that this impost exacts payments from all who purchase goods, but these indirect payments may neither consti-

tute an adequate nor an equitable division of the cost. The real problem is to get these "non-residents" of the city to contribute in proportion to their abilities to the area where their obligation really lies. This problem, fundamentally, is not a tax problem. It is really a problem in governmental organization, or reorganization; of giving the city control over the territory, which really is the city.

This, of course, simplifies somewhat the problem of supporting municipal government, but it does not provide an answer to the question as to how public funds shall be provided. That question is difficult to answer. Some business men frequently say that these funds can be secured by the elimination of useless services, or by taking the government out of business (instead of stopping the interference of business with government). "Say it with salaries" is the slogan of the political florist. The limited scope of these expedients is well known. We will assume, however, that all these savings have been made. What, then, remains to be done?

There are three possibilities: (1) the functions of local government can be transferred to the state or to larger local units; (2) the areas of government can be reorganized; or (3) fiscal systems can be rearranged. Of course, the transfer of functions does not solve the problem. The determination of what governmental body should perform functions can be determined only on the basis of efficiency of performance. That decision will provide no solution to local fiscal problems so long as there are some functions city governments must perform. The reorganization of areas of government is a pressing need but is a subject calling for separate consideration for which time is not available. Attention will be given rather to the rearrangement of the fiscal system.

There are five possibilities to consider: (1) new sources of tax revenue or, perhaps, more taxes from the same sources; (2) the expansion of miscellaneous revenues and fees; (3) the conversion of public governmental utilities into profit-making enterprises run for the benefit of the general fund rather than for the sale of utilities at lower cost to consumers; (4) state grants in aid of special services; or, finally (5) the establishment of a system of revenue sharing by the state and nation with municipal governments. These alternatives seem to offer the best possibilities for expanding municipal revenue systems. They should be carefully canvassed.

The first possibility of more taxes from the same sources is hardly feasible, such is the hysteria of the times. The psychology of the moment is such that the resistance to increases in existing rates of taxation can be overcome only with the greatest of difficulty, if at all. Yet, events have taken place within the last year, and within the last few months, which have made increases in ad valorem rates, in many places, inevitable. Valuation shrinkages, increases in delinquencies, and declines in other sources

of revenue have been met, in many localities, by the sole expedient of increasing existing rates of taxation. Relief programs have, likewise, contributed their share of the increase. The borrowing for public works programs and the increase in short-term debts, in many cases, have increased current levies. But even in such areas the possibilities for further levies on existing tax bases are exceedingly limited.

As a part of the hysteria for tax reduction, tax-rate limitation laws and other legislation of a similar character have developed. The viciousness of these measures from either an individual or a social point of view is probably clear to all. Many of the organized interests have taken advantage of the psychology of the times to secure an unwarranted deflation of their own tax levies, either in assessments or rates of taxation, manifesting little concern as to the effect of such action upon governmental activity. They hope, in large measure, that the reduction in property taxes will be reflected in an increase in the capitalized value of their holdings, sufficient to revive a speculative market in real estate with its anti-social consequences. Fundamentally, however, there is little warrant for drastic reduction in real estate taxes save to take account of valuation shrinkages. Reduction beyond that simply means presents—bounties and gifts, if you please—to present land owners in the form of higher property values to which they are probably not entitled. Every decrease in tax rates below the anticipated or customary level is probably capitalized and added to the price or value of the land. These additions to value constitute a donation to the present owners, most of whom very likely purchased their property after discounting substantial real estate taxes. At the time of purchase the discounting process resulted in lower purchase prices for the land. If drastic cuts in tax rates are now made the enhancements in property values produced thereby constitute bounties paid to those who originally by capitalization freed themselves from the weight of taxation at the time of purchase. Unless society is really interested in setting up a system of land speculation of vast proportions, little can be said for drastically changing the level of normal property taxation. A better social policy is to maintain the customary rates of real estate taxation, but give property owners relief by changing the proportion of total revenues which comes from such taxation. That proportion now does not appear to be unduly excessive, on the average, especially when the total taxes imposed by federal, state, and local governments are considered. When all of the various taxes are combined it will be discovered that property levies constitute slightly less than 50 per cent of the total. Some of the disparity in state and local tax burdens is corrected when federal taxes are taken into account. Nevertheless it is desirable to develop better balanced revenue systems for state and local governments—by the employment of additional sources of revenue.

In the development of new sources of revenue, not many possibilities are open to urban governments. They may consider wage and salaries taxes, mercantile sales levies, turnover taxes, gross income taxes, special imposts upon the consumption of gas, electricity, and other utilities, wheel taxes on motor and other vehicles, levies on tobacco products, municipal gasoline taxes, local stock and produce exchange taxes and, finally, that greatest of all present hopes, increased imposts on liquor. Some of these sources of revenue will provide substantial funds for certain cities; what they will produce and whether they should be used requires special study.

Little can be said in favor of taxes on sales or imposts on questionable privileges. The adoption of such tax measures tends to increase the impersonalization of the American revenue systems and carry them farther and farther away from accepted standards of equitable taxation. When governments merely grab after additional revenues, they seldom relate them to the fundamental criteria of taxable capacity, nor do they heed the incidence of the burdens imposed. These impersonal taxes in all probability increase rather than decrease the inequality in tax systems. As the impersonal levies cumulate in the different levels of government, the injustices throughout the entire system become more accentuated. The injustice in one tax is almost never corrected by imposing other and equitable taxes.

The diversification of the municipal tax system makes imperative the co-ordination and integration of all fiscal systems. The more systems are utilized, the less likely the chance for equitable taxation, particularly as long as each unit independently controls its revenue sources and the rates of taxation. I am not objecting to the taxation of the same thing by several governments, but, *first,* to the taxation of *things* at all, as apart from citizens and individuals who make up government; and, *second,* to the fact that such taxation cannot by its very nature be related to individual taxable capacity. Taxation on the ability basis really requires the adoption of a single revenue system under the control of one government, or the development of a uniform system on a compact or treaty basis.

In connection with certain taxes mentioned but not advocated, it must be remembered that some of them cannot be effectively executed by local governments. The local units are too small for proper administration. Even the larger cities, for example, cannot reach the earnings of non-resident salaried day-workers, nor prevent the movement of population to suburbs, nor change the trade habits of people. Hence when either income or sales taxes are imposed by municipalities the movement of population and the diversion of trade may be accentuated. It is certain that people will avoid taxes wherever and whenever they can. Moreover, the most easily avoided of all taxes are those levied by the smaller units of government. To be sure, some of the cities can get large amounts of revenue from some of these

sources, and if they close their eyes to the possibilities of evasion they may be satisfied with the yield but, none-the-less, equitable taxation, is scarcely possible in local governments acting alone.

There are other disadvantages to many of the taxes mentioned above. Sales taxes are regressive, if they are shifted to consumers; and if they are not shifted they fall arbitrarily on business. From either angle there is little to commend them. Some think, of course, that these difficulties can be avoided by taxing hard liquor. Perhaps we may drink away all fiscal deficits, but it is doubtful if that much liquor *can* be consumed. It is surprising to read the optimistic estimates of the sums which can be produced by liquor taxation and then contemplate the volume of consumption necessary to produce the hoped-for receipts. It seems clear that the tendency has been to attempt to collect too much revenue from the liquor business, and to impose restrictive licenses, thus concentrating the liquor traffic and making almost inevitable the return of the saloon or the continuance of the bootlegger—consequences that are neither fiscally nor socially desirable. From both the social and the fiscal point of view the need is to impose moderate liquor taxes. The state not only needs the maximum revenue from that traffic but also needs to make it economically unprofitable for bootlegging and private liquor traffic to exist outside the regularly constituted control.

There is not much to be said for liquor taxes in comparison with government liquor monopolies or state, or even municipal, liquor stores. A strong case can be made for the establishment of liquor stores run by the government where prices will take the place of liquor taxes and where those prices can be effectively manipulated so as to secure not only maximum revenue but also to guarantee the absolute monopoly of that traffic. But if we must have taxes, then in order to prevent the return of undesirable social conditions, it is essential that the taxation of liquor and the control of its sale be concentrated in the higher rather than in the lower branches of government. Therefore, it is suggested that the liquor monopoly and the taxation of liquor products be transferred to the federal government, with adequate provision for the division of the revenue-yield with other political subdivisions.

In some localities miscellaneous municipal revenues are important. A city may impose entrance fees to parks, swimming pools, and so forth. It may adopt greens fees for golf courses, charge for garbage removal, or attempt to sell the salvage. It may charge for special services of every kind—for firemen in theatres, and for policemen in banks. It may adopt a scale of charges for the sale of serums and vaccines, and then make nominal charges for the service of public health officers in inflicting them. It may sell its government documents at higher prices. It may charge rent for

highway and street privileges. It may collect more for special franchises, or it can start collecting for its franchises, whichever happens to fit the cost. It can adopt wharf and dock charges, and so on. Nevertheless the possibilities of securing large revenues from miscellaneous sources are not great. In 1930, only 10 per cent of the revenue receipts of cities of over 30,000 came from miscellaneous sources.[2] In some cities they run higher. Cincinnati, for example, gets about 25 per cent; Lynchburg, Virginia, about 24 per cent from miscellaneous sources.

The city may try to convert its gas, water, light, telephone, and other utilities into money-making enterprises. It may undertake the sale of gasoline. It may open municipal banks, or local insurance companies. It may establish governmental grocery and clothing stores. It may undertake municipal housing. It may do a great many things that now are done by private individuals, and it should do them wherever it can do them with greater profit and greater saving to the people of the community. But do not forget that once you substitute a regime of governmental prices for taxes you are not thereby avoiding recourse to taxation. The sixty-eight cities which now boast that they are tax free[3] and support government from the profits of utility operations simply delude themselves when they say they are not collecting taxes. They are supporting government by charges levied on the basis of consumption of utility service. It is questionable whether taxes distributed in that fashion are more equitable than those distributed through a tax system of the conventional type. Whether they are more equitable depends largely on the homogeneity of the population group, the universality of the use of the utility, and the relationship of the services of the utility to the wealth and income of the consumers. Very likely the utility rates operate as regressive taxes, and, if nothing else, prevent their widespread adoption by municipal governments.

The next avenue of approach is through grants-in-aid. The cities, on bended knee, with bated breath, may ask the states to make additional grants-in-aid of specific projects. In 1930, the cities of over 30,000 inhabitants received 6 per cent of their revenue receipts from subventions and grants.[4] Out of $163,000,000 in grants New York City alone received over $40,000,000 for education. The bulk of these grants are confined to that field and to highways, mothers' pensions, charitable relief, health, and sanitation. The purpose of these grants is, first, to equalize opportunities; second, to stimulate expenditures or the performance of services in which the state has an interest; and, third, to avoid correcting the traditional blunders made in creating areas of local government, thus avoiding the

[2] Data taken from *Financial Statistics of Cities*, 1930.

[3] *Cf. Public Ownership*, XIV, 117 (July, 1932).

[4] Data taken from *Financial Statistics of Cities*, 1930.

necessity for revamping and reforming the structure of local government. All too frequently the state looks upon grants as bounties or gratuities to local agencies. It seeks to impress upon them that the grants are benefactions conferred by the sovereign. From the point of view of the city the real need is not for further grants for specific purposes but for additional funds unencumbered and available for expenditure in the general budget. In the development of these funds lies the real hope for the city. It centers in securing a share in state-administered taxes, which share is freely available for appropriation in the general budget.

The case for sharing of revenues by the federal and state governments with the cities rests, first of all, upon the need of municipal governments for funds. If the services performed by these governments are measured in terms of expenditures, the situation is clearly depicted. The revenues of New York City, for example, exceed those of the state. Chicago spends more money and has greater revenues than the state of Illinois. The demands of Detroit exceed those of Michigan. Those of Los Angeles exceed California. Boston has greater demands, greater revenues, greater expenditures than the state of Massachusetts. Those of St. Louis exceed Missouri. That is true of Baltimore, in comparison with the state of Maryland; of Seattle, in comparison with the state of Washington. These and other data indicate the importance of urban governments in fiscal matters. From the standpoint of need, the case is clear.

On the other hand, municipal governments cannot administer in an equitable manner those taxes which are capable of providing substantial additional revenues. The cities must appeal to the states to undertake the effective administration of these taxes. The local governments, for example, cannot effectively administer either income or sales taxes, nor can they, in most cases, properly administer even the property tax. Hence the hope for good administration in the tax field lies in the concentration of the administrative function in the larger units of government and in the sharing of revenues collected with local agencies. That a government can collect funds is no reason to give it the sole claim upon the funds collected. There is no greater fallacy in public finance than the fact that the government which is most effective in collecting taxes is entitled to claim the entire proceeds from such taxes.

Finally, the case for sharing revenues rests upon a recognition of the fact that the state has an obligation to provide its municipalities with adequate revenues from equitably distributed taxes. If this cannot be achieved under local administration, then it is the obligation of the state to provide funds from taxes which it can execute. New York has gone farther than any other state in developing a system of sharing tax revenues. The policy began in 1896, when the state began to divide the liquor tax with its

local governments.[5] It has been continued until it now shares motor vehicle, corporation franchise, personal income, real estate brokers' licenses, billiard room licenses, franchise taxes on financial institutions, corporation stock taxes on trust companies, and the motor fuel taxes with local governments. In 1930, the state collected $245,000,000 and returned to its local units, not in grants-in-aid, but as shared revenues sums amounting to $83,000,000.[6] Thirty-four per cent of the state collections went to the benefit of local governments. In 1900 the situation was just the reverse. The localities were collecting taxes to aid the state, which is the traditional relationship today in most of the states in the union. The states normally receive the bulk of their funds by impinging their rates upon locally administered taxes.

The need of the hour is the reversal of this tendency. The state, which is the more effective unit of tax administration should collect and share its revenues with local governments. Here is the financial hope of the city.

We dare not stop here. Just as it is more effective for the state to collect revenues for the local governments, so it is more effective for the federal government to collect certain taxes for both state and local units. What is ultimately needed is an integrated tax system—a single revenue system for the entire country. That system should be maintained under the control of the national government with division of yields among other governmental agencies. Let that unit, subordinate or superior, administer those taxes which it can most effectively administer, but share the revenue with those agencies of government most greatly in need of them. In any case a co-ordinated national tax system should be the goal.

It has already been indicated how on the one hand the needs of the cities and their expenditures are greater than the states; and, on the other, how the federal government can most effectively administer many taxes. The need is to bridge the gap so that the federal government will begin to have fiscal relationships directly with cities and not merely indirectly with them through states. If it begins to share revenues where funds are needed, it must deal directly with cities. It is that which prompted me, in the beginning, to say that the problem is not one of financing city, county, or state governments but simply of providing an equitable means of financing services for seventy-odd million people. Thus, we need to bridge the gap between our traditionally isolated governmental units. We must look at the services performed by each unit. We should have before us the ideal of a single system of taxation for the nation based upon criteria of ability to pay, and from a single fountain head, distribute funds to those units of government in greatest need for revenue.

[5] *Report of the New York State Commission for the Revision of the Tax Laws*, 1932, p. 72.
[6] *Ibid.*, p. 73.

If these arrangements are to be recast, what shall they be? Differences of opinion here must be frankly recognized, but a proper functional organization seems to call for the continuance and extension of the activities of the federal government, on the one hand, and city governments on the other. These urban units should be given control over areas economically and socially a part of their communities. To do this calls for the conversion of city units into metropolitan or regional governments. In many cases even state boundaries will need to be disregarded, in order to include within urban areas those territories which should be controlled by them. Cincinnati, for example, should include portions of Kentucky and Indiana, as well as additional environs in Ohio. The government of Chicago should be made to include sections of Wisconsin, Indiana and, perhaps, Michigan; the government of New York City should likewise be extended to include portions of New Jersey and Connecticut. Urban needs could then be met by urban governments. All other local political subdivisions, such as townships, school districts, sanitary, road, bridge, and mosquito abatement districts, should be abolished. Rural government should be turned over to the state, with suitable rural administrative areas taking the place of existing counties. The states, in turn, should be divested of their legislative functions and be made administrative areas of the federal government with flexible boundaries. The anomaly of having forty-eight legislatures to solve similar problems in 48 different ways would be ended. Legislative chaos would be replaced by national uniformity in codes, techniques and quality of administration. Long ago the states demonstrated their inability to regulate railroads, trade, commerce, crime, and so on. Conferences, conventions and uniform law commissions have failed to solve the problems of non-uniformity of legislation or bring order out of legal chaos. The alternative remedy of changing our form of government, so as to make possible the intelligent solution of these problems, has received little or no consideration. At a time when security of private banking and the revival of industrial prosperity so clearly call for unified national action, the folly of maintaining the traditional governmental set-up with its 48 independent states is strikingly demonstrated. If, then, to the federal government were transferred those problems of more than local concern, if the states met the rural needs and if the cities were given complete jurisdiction over urban problems, our major economic, social and fiscal dilemmas would be near solution. Complete fiscal coordination would then be easily attained.

New Tasks for Public Administrators

By C. A. Dykstra

City Manager, Cincinnati, Ohio

NO ONE better than those engaged in public administration knows what the past year has meant in the changing of the psychology of the public or in the rearranging of our ideas about the tasks of government. Much that we had to say about the problem of government functions during the years just gone seems now a dim memory of almost forgotten phrases.

We need to be reminded that new ideas and new processes are not sound just because of their novelty. Novelty is no guarantee of the truth. On the other hand age and long time acceptance may mean little more than the persistence of ignorance. For centuries we continued to believe that the earth was flat and those who insisted upon a contrary view were believed blasphemous and dangerous to the peace of the state.

We live in a changing world. Invention and mechanical advance have interrupted the more or less even tempo of the older centuries so much that our rapidly increasing acceleration astounds each of us. We move from a standing start to a speed of a mile a minute in the twinkling of an eye by the use of a transportation device unknown to the Chicago Exposition of 1893. By the use of the police radio we apprehend the automobile thief within three minutes of the theft. We hold telephone conversation between Chicago and London with as much facility as between Chicago and Oak Park.

Knowing these things, we should prepare ourselves intellectually for changes in the world of ideas as we are willing to do in the realm of mechanics and science. We cannot take the attitude that "it can't be true" when the proving process is going on under our very eyes. "New occasions" must find us alert and critical but not inhospitable to new ideas and new duties. We cannot hope to meet new problems simply by the rearranging of old prejudices under the guise of thinking things through.

I bring to you today, you who are immersed in the detail of administering cities, the larger challenge of the times. In no field is there more need for an awareness of this changing world of ideas and ideals. Burdens are being thrown upon public administrators which not long ago were carried

as a matter of course on other shoulders. Rearrangements in the governmental establishment are being forced upon us before we can think through the meaning of these changes. We are unprepared intellectually for the things we face, but we are proceeding none the less to some sort of pragmatic solution which may or may not prove out in the realm of logic and philosophy.

Our great need is for fundamental thinking—for some profound consideration as to where we are and where we are going. We must recognize facts when we see them without the hangover of preconceived notions. We must cultivate the courage to meet what we see, to find truth where it is. Here may lie the path of unpopularity and vicious attack from many sources. But there is no way of correcting what is wrong if we close our eyes to evils which we apprehend. Civilization itself lies in the balance and emphatically it is worth saving. In the years to come when we look back to the year 1933 we shall probably point out that an American intellectual revolution was in full swing during the months that the Century of Progress brought visitors to Chicago to view the changes in our civilization since 1893. But we must understand this tremendous movement and not be overwhelmed by it.

New City—Federal Relations

You will be asking for a bill of particulars. What I can give you is something of an airplane view or photograph only, with a few landmarks thrown in for recognition. Of prime interest to municipal administrators is the new and recent relationship established between cities and the federal government. Two years ago at Louisville when it was suggested that cities as localities could not meet and solve the unemployment and relief situation in the face of the fact that business and industry are organized upon a national basis, the thought was so novel that we sat up until midnight to hammer out some understanding of the inherent implications of the idea.

We now recognize the fact that unemployment and employment are the reverse sides of the same shield. Employment cannot be the care of employers only unless employers are able to meet the problem of unemployment and relief incident to it. Conversely, if the public is to bear the burden of unemployment and relief it is incumbent on public agencies to interest themselves in employment or the keeping of people at work. Logically this point of view brings public authority into the field of labor and industry. Some method must be found of providing labor and incidentally purchasing power if industry is to sell its product. If we as individuals are unable to solve the problem, society through its representative agencies will have to attack it. The last two years have brought us from the

position of individual city attack upon unemployment difficulties to a national attack on all fronts. Hundreds of millions in relief have been sent by the federal treasury into localities for the feeding and clothing of the unemployed.

During this same period we have witnessed the acceptance by voluntary social agencies and by public authority of the principle that family relief due to unemployment cannot be financed by the old American practice of voluntary aid but only by public taxation. Moreover, the principle has been established that public monies must be administered by public agents and not by private social organizations. The transition to this point of view was gradual, natural, and no doubt acceptable to all concerned, but it was tremendously sudden in so far as the elapsed time element was concerned. To us in public administration it no doubt means that our public welfare departments will have new significance and a dominating place in the administrative set up.

Meanwhile, the federal government in its need to do something about unemployment and relief has entered upon a new theory and practice. It is now promoting public works on a large scale, not only federal public works but state and municipal works as well. It has extended the practice of federal aid to cities. One hundred per cent money for local projects is available on certain conditions. For many projects the federal government offers a direct grant of 30 per cent of the cost of labor and materials if only the local community will finance 70 per cent. But the federal government has gone still further. It proposes to loan and is loaning to cities the entire amount of their participation in these projects. It has become a buyer of municipal bonds and in a large sense a banker for cities. This is a theory and practice which if suggested at Louisville two years ago would have seemed chimerical and impossible under American practice.

What has actually happened is that we are accepting the implications of the Constitution that Congress has the power to tax for the general welfare. We are using the taxing authority for the purpose of distributing purchasing power so that industry may live. This is an orderly process and a constitutional process but a new method to many minds. On the other hand, it is in keeping theoretically with the long time practice of raising money by taxation for the purpose of subsidizing private ventures of many kinds. But the use of public money for levelling up private incomes on a minimum basis seems to many of us unprecedented, and we require a good deal of mental adjustment to get used to it.

Into your minds, of course, comes also the federal program known to us as N.R.A. What are its implications in our cities? To date public authorities and public utilities have not been asked to submit codes or to come in under blanket provisions as a temporary expedient. What is being

attempted is a novel experiment in a popular government. Here is a demand that men and women in all walks of life exercise a restraint and self-control new to an individualistic society. It is a program of dividing up the work there is to do by limiting hours of labor; a program of providing a decent standard of living by setting up minimum wages; a program of reducing profits by dividing them among employers, labor, and the consumer; a program of reducing ruinous competition so that in farm and factory goods will bring what it costs to produce them; and finally, a program of guaranteeing to children the right to childhood rather than the privilege of supporting their parents. In the method of approach and in the psychology created we are substituting the incentives of peace and security for the traditional incentives of power and prestige. We are calling it a war on depression and on unemployment.

The program has unusual significance. Here is an appeal to the public weal and to our common life rather than to individual self-interest or some perhaps vague national prestige. It sets a new standard of ethics for private operations to which it calls our citizens. What must be the impact of this campaign upon our local governments? First of all, it will increase government's costs in the field of purchases and contracts because of the very apparent price differentials. We have asked for new price levels and we are getting them. This increased cost to our taxpayers must be patiently explained and thoroughly understood. Again we stand in danger as public officials of being accused of extravagance, of not heeding the insistent demands for reductions in costs. In the second place, our argument for reducing the wages of public employees was almost universally the use of the fact of lowered living costs. While it is true that wages were reduced in many cases more than the reduction in living costs, we justified our reductions by the easy generalization that our employees ought to be glad to have any job which would keep them off the welfare lists.

Our reductions in public budgets in most council-manager cities had to come from a lowering of costs for services and materials. Now the shoe is on the other foot. Business can no longer insist that public costs shall be reduced in the manner of private business. Private costs have gone up everywhere, and the private dollar will not buy as much as it did last year. This fact applies to the public service also. The logic of the N.R.A. will drive up our public costs. Cities cannot lag far behind industry in restoring normal wage standards. When the federal government sets fifty cents an hour as a minimum wage standard for common labor on municipal projects, the city is put into the position of saying to its employees: "If you are working for the city on a federal project you get one wage; if you work for the waste collection department you will get less." This condition cannot last. A national movement to increase purchasing power must

mean a return to ordinary wage schedules of public employees. We must tell the public that wages to whomever paid are wages, and the laborer on the street is a laborer in the same sense that is the laborer on a railroad section. I assume in this argument that we are talking about actual working employees and not political supernumeraries. City managers do not defend for a moment overstaffed departments or the duplication of effort in the public service. The movement for simplification of governmental forms and for the co-ordination and integration of overlapping and duplicating political agencies must go on. Speed the day of constitutional amendments which make such things possible.

I said a moment ago that the N.R.A. to date has exempted both public agencies and the public utility organizations. Public utility enterprises have suffered less since 1929 than other industries. For the most part they have had guaranteed rates and protected returns; they have had in large degree protection against competition; and they have dealt in commodities which the public must use in this day and age. The spirit and purpose of the N.R.A. when it invades this field will require some determination of values and return in these protected industries. There will have to be agreement as to whether these companies are operating units serving consumers or financial institutions organized to evade local and state regulation in the interests of the holders of equities in overlord companies. We are beginning to realize that utility costs are in a very real degree public costs of a vital public business. The public utility field can no longer be an exploitational field. The Insull case settled this matter in the public mind. Local operating companies will have to be freed to do the thing many of them want to do—serve the localities in which they are without the paying of tribute collected from their customers to rapacious holding companies. It is the demand for return to holding companies that makes it hard for those who administer cities to agree upon proper valuations and operating costs.

There is no reason why public utility enterprises should not emphasize the public nature of their business when we are engaged upon a national campaign to emphasize the idea that all business is tinged with a public interest. We are trying to find rational bases for the determination of the costs of production in wheat, milk, and other commodities. Logic will compel us to do this in the utility field. And since the consumer pays to our utilities for their services sums comparable to those he pays for all of his public services, he is going to demand an accounting from utility concerns such as he asks from his government.

Since we last met we have heard much about the municipal debt situation. Many cities have defaulted on their bonds and those which have not have found it increasingly difficult to operate the regular services be-

cause such a large percentage of the regular revenues collected must be applied to debt service. Here is a real nut to crack.

One reason for this difficulty lies in the fact that taxes have not been collected. Taxpayers in many cases have been unable to pay. In other cases they have "struck," refusing to pay in the hope that they might compromise later. In part this attitude flows from the attack made on a national scale upon all government agencies—the picturing of government as a leech taking the life blood from its citizens. In part it has grown out of the realization that taxes paid will go in large part to bondholders instead of into local services. Moreover, these bonds with the changing value of the dollar now represent a much larger debt than they used to. And so we are in the throes of a discussion on debt scaling and even repudiation. This is a problem with which we must deal, but it is one which baffles us in our individual cities. For it touches problems of national and international significance and importance. And so while in the field of private debts and international obligations there seem to be methods of accommodation, we in many cities face the problem almost hopelessly, unless by negotiation we are able to cut the interest rates or refund with the cooperation of bondholders.

Public administrators in many cases have to make the choice as to whether payments shall be made to creditors or governmental services shall be curtailed. If the latter then we must decide which services shall suffer. By which solution will less social damage be inflicted? The future consequences of either policy must be faced frankly. We cannot hesitate to bring such questions into the open. Too much depends on finding a just solution for the problem.

The question of tax collection remains, nevertheless. Fair and honestly laid taxes must be collected rigorously and impartially or government will break down. We will go the way of the laggard or he must be brought to book. Laxity of collectors and favoritism have played their part in tax delinquency, but in all fairness we must recognize also that the lack of confidence in the methods of public expenditure has played its part. Therefore, when we insist upon the payment of taxes, let us be able to assure the taxpayer that his dollar is in safe hands and that it will be well spent.

Reallocation of Functions

Comment on the revenue and tax situation in our cities cannot be passed by. Everywhere the old American general property tax is being attacked. Here was the one tax set aside and depended upon by local governments for their sustenance. Today the real estate taxpayer is in revolt. He finds that his income from such property has fallen off badly. In many cases

there is no income at all. Two ways are open to such an owner for some relief—the re-appraisal of property downward together with the establishment of a maximum tax rate, or the shifting of taxes to other forms of property or to services. Both ways are being followed. Everywhere we have had reduced valuations and the movement for legal maximum rates is in full swing. New taxes of many kinds are being put into operation. In this situation the city is in the jaws of the nutcracker. The new taxes are being put into practice to provide monies for the state and federal governments. The old tax revenues upon which local governments depended are being reduced materially. Now that liquor taxes are returning they seem headed for the state and national capitals instead of for city treasuries. The result of this shifting means dire need to many cities. What must come is some fundamental study of taxation in general; and in particular an investigation into the resources and functions of government on all levels. What we ask for is a federal commission of inquiry to tell us what tasks might well be undertaken by the various jurisdictions and how best they may be financed. At this moment we have confusion and conflict, overlapping tax jurisdictions and duplicating governmental machinery. The times call for a reallocation of public functions and a sensible scheme for their financing. By all means let us find out what public authority is doing or ought to do, and then let us set up a revenue system which will adequately finance these services. This must be done on a national scale by a representative commission with sufficient prestige to swing our governments into a reasonable solution of the tangle.

Some such reorganization of our functional units and our tax allocations is vital to local government for we are caught between the millstones of declining revenues and the demand for lower governmental costs in local areas. Meanwhile, more and more services are demanded by the citizens of local government, and speaking in generalities, it is the local government which must bear the burden of the increasing complexity of modern life. When people live in close proximity, the demands upon society increase in ever accelerating ratios. Hazards to life and common welfare multiply.

It must be clear that unless life in our cities is to result in chaos we shall have to meet the problem of revenue allocation without equivocation or evasion. The city manager is the responsible budget and spending officer in manager-charter cities, and he must undertake the burden of presenting all the facts to the representative body which employs him.

I have touched in fragmentary fashion some of the phenomena of the day which have impacts upon municipal administration—the world of changing ideas, the relations of city and nation, the N.R.A., utilities, debts, revenues, and the need for the reallocation of government functions. Gov-

ernmental institutions have always been molded to fit the demands made upon government, and we must stand prepared to make the accommodations which time requires. The lesson should be plain to all of us.

The Challenge

We are members of a profession which has unusual opportunity along with unescapable responsibility in these days. Never was there such a need for competent direction of our common life and as a corollary never such a need for non-political and non-partisan administration of our common policies. There must be no room in the city manager profession for self-seeking or for political preferment. Ours is the task of doing the day to day city housekeeping in workmanlike fashion, and the careful, painstaking planning for a better life in our cities. We must cultivate the method of the scientist and the prophetic qualities of those who see visions. "Where there is no vision the people perish" is as true as the day when first uttered.

There can be no place for smugness among us. We are not the elect of the earth; we are the willing, humble workers in a great cause—one of the agencies of popular government. We dare not be routineers, following our noses in shortsighted manipulation of the squirrel cage. Our business is not only with sewer gases and pavement ingredients. We must breathe the pure air of the mountain tops; we need to see our landscape from the heights; all that concerns mankind has importance for us. The call of the hour is for men—not men of destiny—but men who serve and delight in serving. Never was the harvest so ripe and never the need greater for those who will help in the harvest field. To this larger and more inspired service I call city managers wherever they work. I adjure you to accept the challenge of a new and finer day. I bid you welcome to our fold all those who see the vision and are ready to enlist in our ranks.

Citizen Participation in Government

By Howard P. Jones

Secretary, National Municipal League, New York City

IN A period of depression, citizens' organizations spring up like dandelions in the spring. Unlike dandelions, however, they are of all colors, shapes, varieties, and odors. They vary in the national, as well as in the local field from those that are out to destroy government through all the intermediate grades to those that would expand government. Eliminating from consideration all except those organizations which have a very definite interest in the local municipal budget, we have seen in the past year taxpayers organizing to reduce the cost of government without regard to what that reduction involves in the way of sacrifice of human life and progress, bondholders organizing blindly to force increase in tax rates to make certain that rising delinquencies will not reduce their own income, employees organizing to prevent their salaries from being reduced, educators organizing to keep the schools open and untouched by the dead hand of depression, citizens organizing with public spirit to reorganize government and eliminate waste so that essential services of government may be continued without crippling curtailment.

The year 1933 raised a bumper crop of such organizations. The spring of the year saw taxpayers' organizations formed by the hundreds to cut the cost of government—some of them springing up with local leadership, some of them fostered by national propaganda. For a time it appeared as though hysterical taxpayers, acting unthinkingly in the heat and fear of the moment, would sweep away the social progress of a generation through the emasculation of local government.

But as the year went on, wiser counsel and saner heads seemed to prevail. There has been a very definite transformation in citizen psychology in most sections of the country during the last six months. From "How can we cut the cost of local government?" the question has been turned to "How can we keep local government running?" There apparently has been a sudden realization on the part of great numbers of citizens that the services performed by our municipal governments were the services that were responsible for the maintenance of civilization as we know it.

Instead of taxpayers' associations, in the latter six months of the year 1933 we have heard more of the organization of citizens' councils for constructive economy. Indeed, "constructive economy" has become the keynote of the time. And the organization of more than one hundred such local organizations within the last few months testifies to the way in which this new point of view—new, that is, to the majority of citizens—has taken hold.

The most accurate measure of improvement in the general state of municipal government throughout the country is the status of the city manager movement. The importance of effective citizen groups in cities that are operating under the plan can, therefore, hardly be exaggerated. With the manager plan now operative in more than four hundred cities, those that we know have effective non-partisan citizens' organizations can almost be counted on the fingers of one hand. This is unfortunate. However, with one exception the past year brought new laurels to this movement for securing good government through "city parties" divorced from national politics.

The Record of "City Parties"

The one set-back came in Oakland, California, where the Council-Manager League was beaten for the first time. This organization, using methods of salesmanship and canvassing unique in city politics, had secured the adoption of the city manager plan, elected a non-political council under which it brought City Manager Carr from Texas to cut one million out of seven from the city budget while improving city service, and defeated an attempted recall of the council by making visits to the recall petition signers, getting them to recall their own signatures, and signing them up wholesale as members of the League. But in the last election it unexpectedly lost control of the council, with the result that Mr. Carr was "fired," with a testimonial to his efficiency, in order to keep "Oakland jobs for Oakland men."

The Cincinnati City Charter Committee continued its victorious march. The combination of depression psychology, a confused public utility issue, and a much improved Republican organization ticket, however, gave the legions of civic righteousness their biggest scare since Cincinnati became the "best governed city." But when the transfers of the P. R. count were all checked and recorded, the Charter Committee had elected five candidates to the organization's four.

In Hamilton, Ohio, which has even outdone its neighbor in the extent of its good government victories, the "Charter" group elected five out of seven councilmen under P. R. for the third time in succession. The Hamilton Charter Commission—the actual official commission which

drafted the present council-manager charter in 1926—differs from the Cincinnati City Charter Committee in that it maintains no permanent organization. Every two years it assembles a few advisers, drafts a slate of prominent representative citizens to make the run for council, raises a campaign fund, and publishes a series of strikingly effective advertisements in the Hamilton *Journal,* which gives strong editorial support.

Winnetka, Illinois, has perhaps the oldest "city party" and certainly one of the best. It bears the unpromising designation "The Caucus." This unique nonpartisan organization of citizens, whose story deserves to be told in more detail than the space of this article allows, has kept the manager plan functioning at its best, in spite of all opposition, for many years. It was victorious again this year. As a result of its municipal utility earnings, the town has the lowest tax rate on the North Shore and has been lending money instead of borrowing.

Of course the most spectacular victory of a nonpartisan group during the past year was in New York. Mayor LaGuardia was, to be sure, supported by the local Republican Party, but the City Fusion Party with its multitudes of independent voters of all parties, was an essential factor in his success. The mayor's principal appointments have not been political and the outstanding qualifications of the men with whom he has filled his cabinet are such as to make seasoned New Yorkers gasp. The City Fusion Party is continuing its organization with the hope that it will play a permanent part in the affairs of the city.

Out of this most interesting year arises assurance of greater progress to come. In cities where campaigns to adopt the manager plan are now under way, the importance of permanent citizen organization is being appreciated. In cities which have had the plan for some years, political opposition is forcing upon citizens the necessity of attention to their jobs as citizens. The year 1934 should see more rapid progress in this direction than has yet been made.

The City Manager's Responsibility

The National Municipal League has, of course, sponsored and promoted the council-manager plan ever since its inception as the most democratic and efficient form of municipal government so far devised but the product it sells is dependent upon the skill, the expert knowledge and experience and the trustworthiness of city managers. In a very real sense, the future of municipal government and administration, perhaps the future of democracy itself, is in the hands of city managers.

More than one city manager has sacrificed his job to live up to the high standards of public service imposed upon him by his profession. For instance, the city manager of a southern city was called upon by the local

political boss after an election which had resulted in that boss's obtaining control of the city council.

The boss made a very simple request. All he wanted was for the manager to appoint a designated individual as chief of police. The young man who was manager of this city refused.

"You know what that means?" the boss questioned him.

"I know what that means," the manager replied, "but if I am to have the responsibility for running this city, I must have men working for me upon whom I can depend. Otherwise I'd rather step out."

This story does not have a happy ending. At the next meeting of the council, the political boss cracked his whip, and the majority of the council voted to oust the manager. That man was fighting a battle on a new frontier. He lost. But the public protest which followed his dismissal was so great that the council was forced to appoint another good man as his successor. As for the political boss's candidate for police chief—"P. S., he didn't get the job."

Now, aside from its significance as an illustration of the fact that the council-manager ideal of appointment for public office upon the basis of qualification only is beginning to register on the consciousness of the general public, the incident raises another question. Why should the manager have been called upon to make that sacrifice? Why should not the citizens of that city who stood to gain or lose by the manager's decision have taken up the cudgels in his behalf? Why, in other words, should the protest have come *after* instead of *before* the manager's dismissal?

Citizen Action Essential

An alert citizens' organization prepared to defend good government and to act as a liaison agency between the government and the public is essential in a community. It is no more possible to have good government without continuing citizen support than it is to have bad government without continuing citizen support. The difference is of course that the citizens who support bad government profit therefrom and are more likely to be on the job watching out for their own interests than are citizens who are supporting good government from unselfish motives. Yet there must be such an organization. Analysis of the reasons for the abandonment of council-manager charters indicates that in the majority of cases it was political organization that did the trick. The political machine turned out its voters in full strength as usual whereas the citizens interested in good government took too much for granted.

Every manager who takes a new job should impress upon his council the necessity for a permanent citizens' organization to keep good govern-

ment sold. The manager's job is administrative and has problems enough of its own. He cannot do the selling—besides, he has no business blowing his own horn. The city council cannot do it all. A live citizens' organization in every city that has efficient government is well-nigh essential to keep that efficient government. There would be no Dykstra in Cincinnati were it not for the City Charter Committee which has in election after election fought vigorously to assure the victory of candidates sympathetic to good government; nay more, which actually selects candidates of outstanding caliber for the city council.

The City Charter Committee has been criticized as being just another political machine with council-manager government as its objective. And right here may be the place to emphasize that in some respects "nonpartisan" is an unfortunate term. It refers, of course, to the elimination of political spoils from the administration. We are all partisans in the effort to make city government efficient and to defend that efficiency once it has been obtained! And an effective permanent citizens' organization is the agency to do it. The city manager, trying to give an honest and efficient administration, without much co-operation from his council and with no supporting citizens' organization, is playing an heroic but lonely rôle. To return to our manager who refused to appoint the chief of police demanded by the political boss—his sacrifice could have been and should have been avoided.

It is gratuitous to say what should be done without suggesting a way to do it. The manager cannot do it—to that we are all agreed. He must stick to his knitting; when he steps into the field of citizen organization, his motives may be questioned and his actions challenged. The National Municipal League, which, in addition to its regular publication program, has been carrying on a nation-wide barrage of radio, newspaper, and magazine publicity in behalf of more efficient government and the elimination of political wastes, is ready and willing to assist whenever called upon. Citizens who would like information as to organization methods and campaign procedure should get in touch with the National Municipal League.

Types of Citizens' Organizations

Just a word as to the various types of citizens' organizations. Of the many, three stand out as being unusually effective at this time. They are mutually exclusive. The first, the Cincinnati City Charter Committee type, is a ward-precinct-block political organization which selects candidates, campaigns for those candidates and gets out the vote on election day; between elections, it is busy interpreting the work of the government to the public and consolidating its position.

The second type of citizen organization has been with us long and has done yeoman service. It is the research bureau—the fact-finding agency which paves the way to more efficient methods and more effective governmental functioning.

The third type is the citizens' council for constructive economy. Set up with representatives from all groups and organizations in the community, it provides around a table a picture of public opinion. All the various points of view are there. At the same time it is a mobilization of civic energy and intelligence to do a community job. When government is good, the citizens' council will be found co-operating with it, interpreting its activities to the public. When government is bad, the citizens' council will be found utilizing the present emergency to effect permanent improvements in governmental organization.

In addition there are many city clubs, Leagues of Women Voters, taxpayers' associations, and other groups which may be doing most effective work in stimulating citizen participation in government and in defending good government. But from the standpoint of the city manager, it is the three types referred to above which offer the best opportunity for effective support of his administration. The National Municipal League is interested particularly in these three and will welcome any opportunity to supply information regarding their functioning in various cities.

Effective citizen organization may point the way to solution of some of the distressing problems now confronting cities. When the teeth have been extracted from tax collection laws, there is only one way to collect taxes and that is through a powerful public opinion which marches behind the government. When a state legislature starts to interfere with local administration, there is only one effective way to prevent this and that is to have a strong citizens' organization, ready and willing to carry the battle to the state capitol if need be. When the local political machine marshals its forces to capture the city council, the best administration in the world will be threatened unless citizens are organized to win again the victory already won.

The Federal Government and the Cities

By Paul V. Betters

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ONE of the main subjects of discussion at the International Congress of Cities in London, in May, 1932, was the relationship of the cities to the central governments, with representatives of forty-four nations discussing the extent and nature of such relationships in their respective countries. Only the United States reported that there was no direct relationship between municipalities and the federal government. But when the American delegation returned to the United States a few weeks later it was found that the Emergency Relief and Construction Act, passed by Congress in July, 1932, for the first time in the history of our country established definite and intimate contacts between American cities and the federal government. Many other acts of Congress, passed since that time, have furthered this new relationship.

At the 1931 annual conference of the International City Managers' Association in Louisville the responsibility of the federal government in relief work was discussed. That was the first time municipal officials had ever discussed the possibility of federal activities affecting the municipalities. Now we can say that discussions at future conferences of city officials will be largely devoted to matters relating to the federal government because municipalities will shortly have many more direct contacts with the government.

In reality this development is not new. A survey of federal administrative departments made about three years ago when I was connected with the Brookings Institution at Washington showed that there were at that time over five hundred more or less informal contacts between the various departments of the federal government and municipalities.[1] For instance, the Department of Commerce has for some years aided cities in preparing zoning and planning acts, the Office of Education has conducted numerous educational surveys for municipalities, and the

[1] *Federal Services to Municipal Governments*, published jointly by Public Administration Service and The Brookings Institution.

Public Health Service not only makes health surveys for cities but has carried on a wide range of public health activities directly touching municipal health work. The many contacts already established pointed the way to some of the things that have developed recently.

Of course there are other factors in this new and perhaps revolutionary movement. If the depression has brought out into bold relief one thing, it is the complete breakdown and collapse of the state governments on practically all of the major problems incident to our economic situation. One has only to refer to banking, unemployment relief, or education. In the second place, the increasing importance of the larger metropolitan governments, *financially,* makes it impossible for many state governments to handle urban problems. Eight of our cities are more important financially than their own state governments.

It is important to realize too that the interest of the federal government in municipal governments is rapidly expanding. Practically every piece of federal legislation enacted at the last session of Congress affected our cities in some way or other. The Glass-Steagall Banking Act in one swoop eliminated interest on municipal demand deposits in federal reserve member banks and also had a direct effect on the problem of surety of municipal deposits. Almost over night the federal government took out of our cities thousands of unemployed boys and placed them in civilian conservation camps. The government did not wait in this instance for the states to act. Even some of the codes under the National Industrial Recovery Act have brought to the forefront problems of a municipal character.

We thus find that American cities are being affected almost daily by what Washington is doing. The great Muscle-Shoals development concerns all of the cities in the Tennessee Valley, and the development of public power in this region as well as in other regions is going to have a definite effect upon the problem of municipal ownership. The Department of Agriculture has recently requested many of the larger cities of the United States to aid in the establishment of consumers' councils to watch the rise of commodity prices in relationship to the increase in wages and salaries. The $3,300,000,000 public works act providing for loans to cities, the 1933 revenue act exempting municipal plants from the 3 per cent electrical energy tax, the beer act, the home owners' loan act, the $500,000,000 relief act, yes, even the law authorizing the government to go off the gold standard affected in some way the municipal governments of the nation.

It is a fact that federal officials in Washington are extremely glad to get the advice and suggestions of municipal officials although unfortunately up to the present year these officials have been without timely information

on actual municipal conditions. As a result of this, the federal government has often done things which later indicated that they acted upon meagre information. The Emergency Relief and Construction Act of 1932 itself was an impracticable measure so far as cities were concerned because there were and are today but few projects of a strictly self-liquidating character.

In order that the federal government may have the necessary information at hand when it is needed, I make a plea for the support of organizations such as state leagues of municipalities and the professional organizations of public officials to study and consider those municipal problems of a national interest in order that the facts and data may be effectively presented to the federal authorities. Unless progress is made toward that end much legislation and certainly a great deal of the federal policy with regard to what the government does on municipal issues will be unsuited to the actual needs and interests of municipal governments.

A great many matters affecting cities will be occupying the national limelight in the next six months. There are at least fifteen important municipal problems which apparently will be presented to the present session of Congress. One of the most important of these will be a municipal debt bill. With over a thousand municipalities in default and something over two billion dollars worth of municipal securities involved, it is apparent that some legislation is needed. Florida municipalities have been giving thought to the debt default problem for four years and have come to the conclusion that federal legislation offers the only opportunity for a solution of this problem. The House of Representatives at the last session of Congress enacted a municipal debt measure (the Sumner Bill) but the matter did not come to a vote in the Senate. There is also some agitation with regard to the tax exempt feature of municipal bonds. I do not know what is the proper federal policy with respect to tax exemption but municipal officials had better think about the problem because Congress is going to consider it.

The problem of unemployment relief is not an emergency problem; it will continue to be a dominant problem for several years. Perhaps there are not more families on relief but standards of relief are being raised. We can assure ourselves that one of the major things that Congress will consider in this session is a new unemployment relief act and I hope that the municipalities through their various organizations may be able to make valuable suggestions with regard to the formulation of this measure.

Several matters dealing with municipal finance will be introduced. There is some feeling that municipalities should be given the same rights

as national banks, namely, the power to issue currency against municipal bonds provided such bonds come up to a certain standard of integrity. The problem of making postal savings eligible for municipal deposits is also another matter which will be raised. Still another problem to which Congress will give attention is the very urgent and serious municipal credit situation. Definite efforts will be made to have the federal government, either through the federal reserve system or the Reconstruction Finance Corporation, extend credit on sound municipal paper. With the federal government already acting as banker for private institutions it would appear that public bodies should not be discriminated against. Efforts may even be made for the creation of a national municipal bank to serve as a fiscal agent for the cities of the United States.

During the last few months (September, 1933 to February, 1934) we have witnessed other additional and highly important federal activities touching upon and deeply affecting city government. It is undoubtedly accurate to state that municipal executives gave more time from November 15 to February 15 to CWA than to any other single governmental function, and yet this was a federal matter. Recent issues of *Public Management* have discussed CWA in a comprehensive manner so that it is needless to describe its functioning except to say that federal-municipal relationships reached a high point when it was initiated. Activities in the field of housing and planning which have been carried on during the past three months likewise have bridged the gap between cities and Washington.

These are some of the problems which involve cities and the federal government. It is my hope that municipal officials will study them and realize that the boundaries of American cities today have become the boundaries of the United States. What affects municipal government is not only to be determined by state laws but also by federal statutes. I believe that the power of the federal government will be rapidly extended during the next few years. Unless the municipal authorities themselves give attention to these problems toward the end that national policies respecting cities will be developed along proper channels, it is apparent that much legislation of an unsatisfactory character will result. I know that I bespeak the wishes of the various state leagues of municipalities throughout the United States when I ask for the whole-hearted support of the municipal executives in finding solutions for some of the important problems which will occupy the attention of the national government.

Changes in the Structure of Local Government

By Leonard D. White

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THE fundamental economic basis of local government occupied the centre of the governmental stage in 1933, raising not only difficult questions of sources of revenue for the support of schools and cities and counties, but also raising sharp issues as to the economic right of the present pattern of local government to existence. National plans for withdrawal of sub-marginal land, the Wisconsin county zoning law, the mere operation of economic law leading to abandonment of great areas of the countryside are all combining to point toward sweeping changes in the existing system of local government, especially in rural affairs. It is against this background that the various incidents of change in 1933 must be projected in order to secure an adequate perspective.

The same forces which are pressing upon rural government are operating in the cities to secure greater efficiency and reduced costs, which in turn is leading to change in structure and to consolidation of overlapping units. Even in such a stubborn region as Chicago, an important first step has been taken by an act requiring a referendum on the consolidation of 22 park governments into one park district, the governing body of which will be appointed by the mayor. Simplification of the governmental structure of New York City is under active consideration, and regional planning everywhere has been stimulated by the National Planning Board. Surveys of local governments were made during the year in the following states: Illinois, Michigan, Minnesota, Mississippi, New Hampshire, North Dakota, Delaware, and Texas. Proposals for the reorganization of local government were considered by the legislatures of Indiana, Iowa, Kansas, Missouri, New York, Tennessee, and Wyoming.

While numerically the actual number of alterations recorded were relatively small, it is significant to note that reorganization to some extent occurred in practically every field of local government reform. Thus there were adoptions of the manager plan in both cities and counties, the principle of home rule was extended in counties and the movement for county and city-county consolidation witnessed some progress. It is also significant that changes and proposed changes were geographically widespread. The

large number of proposals looking toward structural modifications which appeared before the legislative bodies throughout the country indicate leavening influences at work which are destined to accelerate the rate of local government reform.

Council-Manager Government. The council-manager plan continued to make consistent gains although there were fewer cities adopting the plan in 1933 than in previous years. Ten cities and counties voted to adopt manager charters, thus establishing a new "high" of 448 municipalities operating under officially recognized charters. That the manager plan is maintaining gains previously made is demonstrated by the fact that in 1933 the voters in thirteen cities voted down proposals to abandon it.

Interest in the council-manager plan has far outrun actual adoptions. In the past year campaigns for manager charters were carried on in forty-five cities and over 125 other cities have exhibited interest in the plan. New foundations on which adoptions will undoubtedly later occur are continually being laid.

The adoption of council-manager charters has always been materially hampered by state laws governing municipalities. Except in those instances in which home rule privileges prevail, the form of city government is closely regulated by legislative act. This need for legislative sanction for manager charters has accounted in part for the gradual tapering off of adoptions in the past few years. In the past year interest in the movement has been reflected in state legislatures where numerous bills have been introduced to enable cities to adopt this plan. Three states, Maine, Missouri, and North Carolina passed laws making it possible for cities of various sizes to adopt manager government but in Colorado, Illinois, Pennsylvania, and Washington proposed council-manager enabling bills failed to pass.

In counties constitutional obstacles have stood in the way of very extended development. At the beginning of the year there were but two counties that had this form of governmental organization. Indications are, however, that this incipient stage of the application of the plan to counties is developing into a well-defined movement. During 1933 four additions were made to the list of county manager organizations. Of these, two were in Virginia, the state in which the plan was inaugurated in 1930, and two were in California. It should be noted, also, that Ohio provided one county with a pseudo-county manager in the form of a director of finance and purchasing. In Nebraska, the last legislature made it possible for counties to adopt the manager plan by initiative. Altogether the manager plan is now being considered by forty other counties distributed in sixteen different states.

Home Rule. For the most part, this movement has remained practically

dormant during the past year. No extension of home rule powers was made with regard to cities although the issue was discussed in at least two states. A proposed amendment to the constitution of Idaho granting home rule to cities failed of passage, as did an attempt in New York to extend city home rule.

Greater progress was recorded in the application of home rule to counties. Prior to 1933 only two states, California and Maryland, had instituted county home rule. During the past year Texas and Ohio both voted favorably on constitutional amendments permitting the local adoption of modern types of county government. The Texas amendment makes home rule optional for counties over 62,000 and permissive for all other counties if approved by a two-thirds vote of the state legislature. The Ohio amendment applied to all counties allowing them to frame and adopt their own charters. Here was a signal victory in this state for the system of county government had remained practically unchanged for one hundred years. The present provision is the result of persistent effort by responsible organizations for the past fifteen years to achieve this much needed reform.

County and City-County Consolidation. The need for reducing the cost of county government has greatly increased consideration of consolidation as a possible means to achieve this end. Consolidation measures, either local or statewide, were considered by legislatures in fifteen states—California, Colorado, Georgia, Indiana, Kansas, Minnesota, Missouri, Nebraska, New York, Oklahoma, Oregon, Texas, West Virginia, Wisconsin, and Wyoming. Of these, the measure before the Minnesota legislature was the only one on which favorable action was taken. Idaho was successful in securing an amendment to her constitution permitting county consolidation. While this leaves unchanged the actual number of consolidations, the widespread discussion of this type of reorganization has sown seed from which it may be hoped future action will spring.

The legislatures in six states, Alabama, Florida, Georgia, Missouri, Pennsylvania, and Texas considered measures designed to permit consolidation of cities and counties although none of them were enacted into law. Two states, Texas and Ohio, approved amendments to their constitutions permitting city-county consolidation. It is significant to note that in Alabama a constitutional amendment was proposed to the people permitting the legislature to abolish county government and substitute a system of district government.

From this brief summary it appears that steady progress has been made in achieving reform of local governmental structure. A new record has been set by the council-manager plan through increased adoptions in cities and through its application to counties. Another bright spot is the

impetus given the consolidation movement by the authorization of county and city-county consolidation in several additional states. Back of these changes stands imminent the necessity for more drastic treatment of areas of local government, forced by economic pressure, and pointing to the necessity of new areas, greater state responsibility for rural government, or both. At the same time it seems likely that the great metropolitan units will more and more look to Washington instead of to the state capitals for guidance and support.

Municipal Administration in 1933

A résumé of the more significant events and developments in the various fields of municipal administration in 1933 prepared especially for this Year Book by the editorial consultants of *Public Management.*

FINANCIAL PLANNING

By C. E. Rightor

Director, Atlantic City Survey Commission, Inc.

Financial planning pertains essentially to the financial program not only for capital expenditures in accordance with a long-range improvement plan, but to the current operating requirements as well.

In ordinary times, attention is not directed to the revenue aspects of the current operation budget, as the financial program of our cities is charted largely upon the routine course which has been in effect during past years. It is accepted that the property tax and other revenues relied upon will continue to prove adequate for ordinary needs. The plans for financing capital outlays of a non-recurring nature, however, have rested upon a less certain foundation, because of changes in administration, policies, and economic conditions over the period in which they might be undertaken.

The year 1933, the fourth year of the well-known depression, witnessed a most remarkable upset in the customary method of financing both capital and current expenditures, and, beyond these, of the extraordinary requirements for unemployment relief. Cities generally up to this time had felt the effects of the depression in reduced tax collections which left them with barely enough cash to maintain the essential services of government, in addition to which they were called upon to meet an increasing welfare load. The item of public improvements was automatically forced out of the picture.

A radical change occurred, however, when the federal government adopted the policy of assuming a greater responsibility for the maintenance of the unemployed, and for restoring normal conditions through a pro-

gram of public works and other remedial measures. The effect of such pulmotor legislation was that public officials everywhere immediately set to work to obtain their quotas of these funds. Capital projects, preferably employing manpower, were planned and started. City planning, which had undergone almost elimination from municipal budgets, came overnight into its own. There is every variety of public improvement now under way, but particular attention might be called to the rapidly developing plans for slum clearance and model housing by cities and limited-dividend companies. The year saw most of the public works funds allotted, the benefits to be reaped during the next few years. One result has been to restrict greatly the sale of bonds in the open market, which, incidentally, has become sensitive to municipal credit conditions and recognizes that the purchase of municipals is a selective process.

These measures, although greatly easing the pressure for both current and unemployment funds, did not entirely relieve the cities of their financial problems. One state, several cities, and hundreds of smaller municipalities and special districts have defaulted; others are seeking to avoid default. The demands for cash currently for operating needs, as well as for fixed debt charges, have led to many campaigns to improve tax collection; economies and retrenchments, often unwise, have been forced upon cities; and the quest for new taxable sources has been vigorously followed. At the same time, the harassed taxpayers have urged legislation designed to relieve them of the tax burden—some of resulting laws being almost deadly.

The cities are seeking further assistance from the federal government, asking that the Treasury become their banker to loan them funds upon adequate security; that the works and relief grants be renewed; that cities when necessary be enabled to obtain relief under the bankruptcy law; and that they share in the liquor tax. The schools, ever alert, are seeking greater independence from cities in the levy and collection of their taxes. States are being given greater supervision over the local units of government, as to their borrowing, taxing and budgeting powers.

More attention is being directed toward the future cash position of the city than toward its duly adopted budget, in order that consideration be given to the financing of its extraordinary demands as well as current. It is not sufficient to formulate a budget for the fiscal year, however detailed and adequate it may be, and the executive then proceed to put it into effect. The budget is a financial plan for a twelve-month; the executive is confronted with cash requirements not for a year, but from month to month, and, indeed, from day to day. The estimates of revenues for the year may be sound, but their accrual and realization in cash may be postponed much beyond the day that payrolls or interest coupons are

due, and the problem is how to meet these expenditure requirements.

The only answer is that the manager, or other executive, must know the status of cash in each fund, the opening balance at the beginning of the year or the current month, the probable receipts during the month, the probable expenditures to be met during the month; and these estimates should be set up by months for the year. As any month passes, actual movements of cash can be substituted for prior estimates, and the remainder of the statement be revised accordingly. With this financial statement before him, he can determine whether the receipts will be enough to meet all disbursements, and if not, what of the latter will be postponed. Month by month, in event revenues continue to be off, this statement must be the guide to the movement of cash, if trouble is to be avoided.

In this "prophecy financing" the accounting records of the preceding year and the preceding month are invaluable. Careful and detailed analyses of the cash movements of these earlier periods may be made, which, with a responsible degree of common-sense application to the current month and year, afford a most valuable guide for financial control. With this statement, the necessity for speeding tax collections, negotiation of short-term loans, borrowing between funds, deferring disbursements, and other steps may be anticipated, and the most urgent cash requirements be first taken care of.

There is a growing need for "double budgeting" and toward getting upon a pay-as-you-go basis rather than borrowing for either a long or short term. The common understanding of a budget is that it is a document which establishes a balanced relationship between outgo and income for ordinary governmental operations and services. But these are unusual times, and cities are confronted with extraordinary expenditures, such as for unemployment relief, which are ordinarily met through extraordinary sources of revenue, from either federal or state subsidy. Of course, here again there are exceptions, as until recently the cities of Massachusetts have been financing this cost from current taxes. But in most places, where the item is still considered as an emergency, an attempt is not made to anticipate the dollars and cents requirements for a year or eighteen months in advance and so enter them in the budget; but rather these emergency expenditures are financed upon a month-to-month basis in a supplemental budget. Recognition of this practice means that our cities will have in reality two budgets—the annual operating budget, prepared now as in ordinary times upon a basis which will afford ease of comparison year by year upon a functional basis, and a separate budget to record the extraordinary expenditures offset on the revenue side by an emergency source of financing. When the emergency ceases, the extraor-

dinary budget will no longer be needed, and its cessation will have no effect upon the ordinary budget.

In the federal government, the term "double budget" has come to be applied because it is found practical to set up in a budget separately from the ordinary operating activities financed from income taxes and miscellaneous revenues, those expenditures arising out of the emergency, and to be financed initially by an increase in the bonded debt of the nation. These emergency items are for such units as the Agricultural Adjustment Administration, Reconstruction Finance Corporation, Federal Emergency Administration of Public Works, and so forth. Perhaps as our cities and states avail themselves of the provisions of the public works funds, it will be found expedient to adopt the idea of the "double budget," the planning and financing of public improvement projects being set up in a capital budget separately from the current budget.

There is a trend toward pay-as-you-go financing, as opposed to bond issues. Several factors have been brought to bear upon public officials to emphasize the advantages and economies of financing all expenditures from current revenues. For example, it is found in a period of shrunken tax revenues because of growing delinquency, that a corresponding reduction of expenditures may more effectively be made when debt service to the extent of, say, from 25 per cent to 40 per cent or even more is not involved. Indeed, the meeting currently of bond maturities and interest coupons is a financial problem all by itself in many cities. But it is found difficult, and in fact positively unjust, to shrink the operating budget to the full extent of revenue delinquency through reducing the salary and wage rates of employees when debt service does not assume its proportionate share of the current revenue shortage. One way to overcome the difficulty is to avoid a heavy indebtedness. Of course, conditions affecting the need for substantial capital outlays are involved, and the adoption of the pay-go plan is not always possible. These conditions cannot be discussed in detail here, but some cities are well on the road and others are attempting to follow the "live within the current income" principle.

MUNICIPAL BUDGETING

By A. E. Buck

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It is difficult to summarize the general trends in municipal budgeting during 1933. The year's practices seem to range all the way from constructive efforts at one extreme, to drifting with financial circumstances at the other. Some cities have taken advantage of the existing situation to strengthen and improve their budgetary methods. Other cities have merely followed their established budgetary practice in a half-hearted and routine fashion, allowing this practice to become slack and ineffective at many points. Still other cities, faced with serious fiscal difficulties, have virtually suspended their budgetary procedure, endeavoring simply to keep afloat financially from month to month. Strange to say, some of the largest cities of the country are in the last named group.

City authorities throughout the country appear to have centered their attention during 1933 mainly on the reduction of expenditures with the hope of balancing their budgets. They have effected, in a large majority of cities, considerable reduction in expenditures, either through foresight and planned economies or because of the falling off of tax collections and other compelling circumstances. For example, the cities of New York State are reported to have reduced their operating expenditures for the year by an average of approximately 15 per cent. This average, however, disregards the fact that the largest city in the state made practically no reduction in its expenditures for operation. In some states, tax limits have been applied to an unreasonable extent in curtailing municipal expenditures, indeed, almost to the point of strangling the municipal services. Such is reported to be the case in West Virginia. Under these circumstances, city officials have no choice, and municipal budgeting becomes largely a farce.

Throughout the country, municipal tax delinquencies, either unforeseen or disregarded when the budgets were prepared and adopted, now threaten many cities with heavier taxes, or debt defaults, or both. In some cities, tax delinquencies for the current year amount to as much as 30 or 35 per cent of the total tax levy on general property. As a result, the budgets of these cities are hopelessly out of balance. This condition has not only created uncertainty in the communities so affected, but it has produced an unusual demand for short-term municipal credit. Undoubtedly, greater efforts will have to be made by city authorities to produce balanced budgets and, what is vastly more important, to maintain the equilibrium

of these budgets until the end of the fiscal year. The latter condition is, after all, the real test of successful financial planning.

There is considerable argument at the present time as to what constitutes a properly balanced budget. Among city officials, those most skilled and experienced in financial management maintain that such a budget requires, even under existing conditions, that current revenues should be sufficient to provide for current operating expenditures and debt service. They also maintain that, when at all possible, expenditures for unemployment relief and other emergency purposes should be met from such revenues, thus avoiding the piling up of municipal indebtedness for these purposes. However, when this cannot be done, they propose to obtain funds through the use of municipal credit, but on the condition that repayment of these obligations must be started in the current budget at the earliest possible moment. Where cities have recently accumulated large liabilities, such as deferred salaries and current bills, they propose, in some instances, that these liabilities should be spread over two or three years, depending upon the total amount, and thus included in the general budgets of those years to be met from current revenues. They assert that this procedure is preferable to attempting to meet such liabilities in a single year by increasing, whenever possible, the municipal tax rate, because an increased tax rate is likely to contribute to still larger delinquencies. They are generally agreed that it is unwise to fund such liabilities, even as a last resort, since this step merely adds to the debt burden of the municipality, deferring to the future those obligations which undoubtedly ought to be met in the present.

In spite of the counsel of experience, some of the large cities of the country still continue to employ discredited and slipshod budgetary methods. For example, Philadelphia engages in "hocus pocus budgeting," to use the phrase coined by the local Bureau of Municipal Research. The city council, it appears, when recently confronted with cutting several millions out of the expenditure side of the budget to make it balance, grew weary of the task, and fell back on the city controller's scheme for inflating the estimates of miscellaneous receipts. In this way, the council produced a balanced budget, at least on paper, thus avoiding a continuation of the year's pay cuts and some further reductions in the expenditure estimates. The budget of New York City was recently balanced by omitting millions of dollars of necessary expenditures and by unduly swelling the estimates of miscellaneous receipts. Some other cities are using the same tactics, when only sound budgetary methods should be followed. If they escape financial disaster, it will be the result of luck rather than of foresight or judgment.

Among the municipal budgets of 1933, the budget of Dallas, Texas, is

especially worthy of note, as presenting a comprehensive and properly balanced financial plan for the city government. City Manager Edy has framed this budget in the most approved form. He begins with an illuminating budget message, covering the financial condition of the city and discussing the main features of his budgetary proposals. Following this message, he presents a summary and balanced statement of the income and outgo of the various city funds, which is supported by detailed tables. A complete picture of the condition of the city's indebtedness is also included. The estimates of expenditures are set forth in detailed and classified form, so that he who runs may read. Finally, the most unique feature of the budget is the work program appended at the end. This program exhibits organization charts for the several administrative departments and agencies of the city government, a classification of essential functions, and a distribution of requested appropriations according to the needs of these functions. It may be noted, in this connection, that Mr. Edy has balanced his budget on the probability of collecting 85 per cent of the total tax levy, which he explains is based on the record of actual collections for the past two or three years.

TAXES AND ASSESSMENTS

By Philip H. Cornick

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THE year 1933 has been characterized by four distressing phenomena in the fields of taxation and assessments. The assessed valuations of property subject to taxation have continued their steady decline; the percentage of total property tax levies collected while current has fallen still farther below the already low level of the previous year; the volume of public improvements to be financed by special assessments has shrunk, in many parts of the country, almost to the vanishing point, while the percentage of outstanding levies which proved collectible has fallen to a point even below that for general taxes; and finally the yields from taxes levied for the purpose of relieving real estate have not in most states been as high as the estimates.

A few fortunate cities entered the depression with their financial houses well in order, and are riding out the storm comfortably. A considerable number whose finances were so unstable that they collapsed at the first impact of the storm, have made progress toward reconstruc-

tion. The finances of city governments as a group are today subject to stresses and strains comparable to those which took their toll first in the rural areas, then among the railways of the country, and more recently among the banks.

Real estate tends to lag behind commodities in the rise and fall of prices. In spite of the marked recovery in the general price level which has now been in progress for some months, real estate prices have not yet felt the effects of the upturn. In over-developed areas—notably in outlying sections of metropolitan areas—land prices will continue to sag for some time to come, and building prices have not yet reached a point of stabilization. In such sections, tax collections may show a decline in 1934 below the already dangerously low levels of 1933.

Assessment of Property for Taxation. Two things stand out in the field of valuing property for purposes of taxation. In the first place, the drastic declines in assessed valuations have not taken place equitably among all classes of property, nor among comparable properties in the same class. The factors which have brought about the growing tendency to inequalities have in the main been beyond the control of the assessors. Reductions on appeal to administrative boards of review or to the courts have been the means by which variations from valuations on a uniform basis have been brought about. The larger properties, owned by interests who could marshal the most imposing arrays of legal talent and of expert witnesses, have tended to receive disproportionately large reductions. Even in reputable and conscientious hands, the exercise of the pressure for reductions on large individual properties has led to results which from the standpoint of equality of burden are questionable. In unscrupulous hands, the procedure is verging closely on what can only be described as a racket. Meanwhile the small homeowner, over whose plight barrels of tears were shed even during the boom, and in whose behalf most of the general reductions in assessed valuations are ostensibly being undertaken, is steadily being saddled with a relatively larger share of the aggregate tax burden.

In the second place, belated proposals are now being made for doing what we failed to do while we were developing our unit systems of assessment. For years, we closed our eyes to the fact that neither in theory, nor in commercial or governmental practice, had we developed an adequate definition of real estate value. For purposes of testing the accuracy of our assessments, we compared them simply with the prices at which certain of the properties on our rolls had changed hands. In other words, we imputed a wisdom to paired buyers and sellers in the real estate field which the event proved they did not possess. Now, a vociferous minority are urging the adoption of current income as the basis on which the

accuracy of real estate assessments is to be tested. The ardent champions of the new basis proposed for real estate valuation are frequently at a loss to define what they mean by net annual income. Some of them seem to think that, if there were two adjoining properties identical in gross incomes and in costs of operation and maintenance, one might nevertheless have a lower taxable net income than the other merely because it happened to be mortgaged for twice as much as the other. In other words, they still think of tax reform chiefly as a means to saving shoe string equities in over-mortgaged properties. Nevertheless, the group as a whole are thinking along sound lines; and, while it is improbable that they will succeed in achieving their reform directly, they will do much toward building a firmer foundation for our concept of full value.

Tax Collection. The reasons advanced to explain the high rate of tax delinquency have been numerous and widely divergent. Numerous commentators still believe that people do not pay taxes because they do not want to. Therefore we have had numerous laws to bribe them into paying by abating all penalties and interest on arrearages. We have had other laws designed to frighten them into paying by increasing penalties. We have had campaigns to cajole them into paying by means of radio addresses and newspaper articles. Taken as a whole, these measures have not proved notably effective in checking the growth in the rate of delinquency. The first of these has stimulated the payment of accumulated arrearages, but probably at the expense of weakening somewhat the psychological urge to keep current taxes paid up to date.

Many states postponed tax sales, reduced penalty and interest rates, and even remitted penalties already paid. Arizona, Indiana, and Washington passed laws permitting taxpayers to pay delinquent taxes in twenty semi-annual installments; Michigan and South Dakota extended delinquent taxes over ten years payable in annual installments, and New Jersey, Ohio, Oregon, and Texas made it possible to pay over a period of years. The reduction or omission of penalties and interest on delinquent taxes was legalized in twenty-one states. The payment of current taxes in two or more installments was permitted in more than twenty states prior to 1933 and Nevada and Oregon passed new laws making taxes payable quarterly, while other states granted local governments authority to permit installment payments. A premium for delinquency was further granted by five states in which even the principal amount of the tax may be compromised. These states are Colorado, Minnesota, North Carolina, Pennsylvania, and Washington.[1] Even tax sales brought little help to cities in 1933 because of practically no bidders at most tax sales.

[1] Carl H. Chatters and W. O. Harris, "Tax Collection Legislation, 1933, *Municipal Finance* VI, 16-21 (November, 1933).

Today the trend is definitely away from temporizing measures of these kinds. Tax receivership laws for income producing properties, and provisions for the sale of tax liens or tax titles within as short a period as is practicable after the date of delinquency, are among the remedies which are increasing in favor.

Special Assessments. In those states where special assessment financing had been most extensively used, the legislatures have called a halt both by specific repealers of existing statutes and by restrictive provisions. Elsewhere, the depression itself has brought about a marked falling off in the volume of special assessment financing. In cities where special assessment bonds were supported by the supplementary pledge of full faith and credit, the falling off in the collections of installments due on outstanding levies has saddled added burdens on the already overburdened owners of properties subject to general taxes.

There can be no doubt that the abuses of special assessments as adjuncts to real estate promotion have been so serious as to raise doubts in the minds of many concerning the wisdom of permitting cities to use this dangerous tool. Certainly both statutory restrictions and a wiser administrative procedure will be required if the desirable features of this means of financing are to be left available to cities in the future. A combination of the constitutional and statutory provisions with a bearing on this problem which are now in effect in the state of New York, and the administrative procedures developed in Cincinnati, would seem to meet the requirements.

Tax Limits. The hysteria incident to the distress generated by the depression has again led to a rapid growth in the number of constitutional limits on levies of taxes on general property. At least three states, West Virginia, Indiana, and Michigan, adopted constitutional tax limits which adversely affected cities. The disastrous effects of these in some states may be compared to the effects of tying down the safety valve on a boiler because the steam pressure is too high. Since the voters in one state do not learn readily by the experience of voters in others, it is hardly probable that the movement in this direction has abated. That the effect on municipal credit, and on the ability of cities to provide even a minimum of essential services will be adverse, can hardly be denied in the light of past experience. More disastrous still will be the effect on personnel and morale. At a time when we need our best and wisest men in government, the effect of unduly restrictive tax limits will be to make it impossible for able and conscientious men to accept public office, and to throw local government back into the hands of the most stupid and unscrupulous demagogues and racketeers.

Measures for Tax Relief. In a number of states, taxes have been im-

posed on incomes, on sales, and on a wide range of other bases, for the specific purpose of bringing relief to owners of real estate. While complete and final tabulations of the proceeds of these emergency taxes are not yet available, sufficient information is at hand to indicate that the total new revenues produced still represent a surprisingly small percentage of the aggregate state and local tax burden. New efforts are to be made this year in a number of states to increase the revenues from these new sources, notably in the state of New York under the leadership of the New York State Conference of Mayors. The effects of this movement on the general character of our tax system may be far-reaching and not altogether wholesome.

MUNICIPAL ACCOUNTING

By Carl H. Chatters

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The year 1933 saw many advances in the field of municipal accounting. The National Committee on Municipal Accounting was organized, many installations of cost accounting records have been made, and one or two new textbooks appeared. Some new laws were passed tending toward uniform accounting and reporting, and more state municipal leagues became actively engaged in the improvement of municipal accounting.

New accounting problems were faced in 1933. The demands of the Federal Public Works Administration and the Federal Civil Works Administration had to be met. Increased welfare and unemployment relief expenditures required the development of special records. The actions of state legislatures and local councils in permitting the installment payment of current and delinquent taxes, the cancellation of tax penalties, and the payment of taxes in advance also required revision of methods as well as additional accounting labor.

Undoubtedly the most significant movement of the year was the formation of the National Committee on Municipal Accounting, composed of representatives of leading organizations of public accountants, public officials, and citizens. The participating organizations are: American Society of Certified Public Accountants, American Institute of Accountants, National Association of Cost Accountants, American Association of University Instructors in Accounting, American Municipal Association, International City Managers' Association, National Association of State

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Auditors, Comptrollers, and Treasurers, National Municipal League, and Municipal Finance Officers' Association. The Bureau of the Census is also interested in the movement and will co-operate in a liaison capacity. Beginning January 1, 1934, a full time staff, under the supervision of the National Committee on Municipal Accounting, will work toward the development of standards and principles of municipal accounting which may be generally accepted by governmental bodies and private accountants.

An *Accounting Manual for Small Cities,* chiefly those with populations between twenty-five hundred and twenty-five thousand, was published by the Municipal Finance Officers' Association. This organization will also publish, at an early date, a manual for the very small cities which must keep their records on a cash basis. The Public Administration Service published in November, 1933, a *Manual of Public Works Records and Administration, Flint, Michigan,* prepared jointly by the Michigan Municipal League and the Committee on Uniform Street and Sanitation Records.

The *Financial Statistics of Cities* and *Financial Statistics of States,* published by the Bureau of the Census, are being revised. The director of the Census invited the Municipal Finance Officers' Association to form a committee of interested parties to review the existing reports and to recommend various changes. This provides an opportunity long sought by political scientists, accounting officials, investment bankers, and other groups. A staff has been engaged to undertake this work, which will probably be completed sometime during 1934.

The 1933 legislatures passed some laws which affect uniform accounting. The states of South Dakota and Iowa have new statutes providing for uniform accounting and reporting by municipalities. The state of Michigan repealed its 1931 law providing for uniform reporting by its minor political subdivisions. This repeal was not because of any fault in the law itself but due to lack of ability to carry out its terms.

The state municipal leagues increased their activities in the field of municipal accounting during the year. The League of North Dakota Municipalities established a department of municipal accounting and now retains a certified public accountant to supervise the work. The Florida League of Municipalities formed a committee on municipal accounting to develop some standards for the small cities of the state. The League of California Municipalities is planning a uniform schedule of municipal accounts in co-operation with other California organizations. The League of Minnesota Municipalities at its June, 1933, meeting declared that the improvement of municipal accounting is one of its major objectives for the year. The Michigan Municipal League has been actively sponsoring accounting improvements throughout the state. The League

of Kansas Municipalities has of course had a department of municipal accounting and auditing for years.

The Committee on Uniform Street and Sanitation Records and the Public Administration Service, with Donald C. Stone and Gustave A. Moe as staff members, have installed public works cost accounting systems in Flint and Ann Arbor, Michigan, Newport, Kentucky, Niagara Falls, New York, and Shorewood, Wisconsin, during the year. A survey of the general accounting system was made in Newark, New Jersey.

It is safe to say that the trend toward better municipal accounting has been apparent during the past year. Perhaps this is brought about by pressing needs for information to aid cities in devising ways to meet their current financial problems. Citizen interest is at its height and the demands of the time are ripe for bringing about the improvements which have been sought for a long period of years.

No accounting plan can be better than the persons who are responsible for its operation. The trying year just ended saw capable municipal accounting officials retained and many certified public accountants, experienced commercial accountants, and university trained people added to the large group of highly qualified municipal accountants.

PUBLIC PURCHASING

By Russell Forbes

Commissioner of Purchase, City of New York

During the year 1933 the problems and the opportunities of governmental purchasing have been considerably increased by the National Recovery Program.

In many governments, materials, supplies, and equipment for public works projects have been handled through the central buying office, and the machinery already in operation for the procurement of the commodities needed for current and ordinary expenditures has been utilized to good advantage in connection with federal funds. The suddenness with which the Civil Works Administration was launched made necessary the purchase of vast quantities of commodities without delay since the employment of personnel was in most cases dependent upon supplies and materials. In all parts of the country the central purchasing systems have been a life-saver to the successful carrying out of CWA projects. In many instances civil works projects were started immediately without the delay

of buying new materials through the utilization of stocks on hand in government warehouses. Under such circumstance the maintenance of a central buying organization has again proved its worth.

At the same time the establishment of codes of fair competition under the NRA program has greatly complicated the problems of the government buyer. Almost without exception the governmental purchasing agent has found himself the innocent victim of price-fixing and collusion carried on by vendors under the guise of federal requirements. Construction material and almost every other commodity purchased for current needs by governments are now subject to uniform price bidding. Some of the NRA codes arbitrarily discriminate against city governments by exempting the federal government, the states, and the counties from the code provisions requiring sales through distributors or at a certain percentage above cost of production. Why the national, state, and county governments should be given relief from code requirements, while cities as buyers have been put in the same class with private individuals, has never been satisfactorily explained. Few, if any, of the codes specifically authorize uniform prices, but merely stipulate that prices shall be subject to uniform accounting as to the cost of production and that the sales shall be related to such cost with a reasonable margin of profit. Nevertheless most trade associations are now increasing their membership and are flourishing because membership in the trade association which usually dominates the code authority has entitled members to participation in the unreasonable and exorbitant price increases brought about "in the interests of recovery." Many prices have doubled since the codes became effective, although few, if any, industries could prove that the labor and overhead costs had correspondingly increased.

Fortunately there appears some hope on the horizon. A concerted and determined effort is now being put forth by the governmental purchasers group of the National Association of Purchasing Agents, the Educational Buyers' Association, and other organizations, in co-operation with the Consumers' Advisory Board, to break down collusive bidding which is thinly disguised as a requirement of NRA codes. The situation is critical and of exceeding importance, for unless prices are reduced budgetary appropriations for supplies, materials and equipment, cut to the bone in the interest of reduced governmental cost, will be exhausted long before the end of the current fiscal year. Every city manager and governmental buyer should institute or have made a study of NRA codes to determine the real facts of the situation. It is believed that in most cases the penetration of the smoke-screen will reveal a wholly unjustified effort at profiteering on the part of business groups, which, while claiming to be patriotic, are really taking advantage of an extraordinary situation.

During the year 1933 the movement for the adoption of centralized purchasing has received fresh impetus from the emergency in public finance. Numerous cities and counties have made further advance in central control over expenditures for commodities. During the year the states of Colorado and Missouri adopted centralized purchasing, and at the present time all but the states of Connecticut, Florida, Georgia, Mississippi, and Nevada now have some form of central buying organization.

In the 1933 *Yearbook* it was reported that a committee appointed by Acting-Mayor Joseph V. McKee had submitted a report based on a survey of existing conditions and had recommended that the department of purchase of the city of New York should be reorganized into a complete and modern purchasing unit. In August, 1933, the extraordinary session of the state legislature adopted a law amending the charter and carrying out practically all the recommendations of the McKee committee report. This law took effect on January 1, 1934. The department of purchase now has authority to buy materials, supplies, and equipment for all branches of the city, county, and borough governments, and the courts, and the materials needed for CWA projects. Of all governments within New York City only the board of education and the board of higher education continue to buy separately. In addition to this purchasing authority the department of purchase also is given power to install a uniform stores accounting system in all the city storehouses, to establish central storehouses, to transfer, repair, or sell surplus equipment and commodities, to test samples of deliveries, and to establish standard specifications. The responsibility for inspecting deliveries, hitherto shared by the receiving departments and the department of finance, is now vested exclusively in the fiscal department. The carrying out of this law is a real test for the theory of centralized purchasing and upon its success or failure will depend to a considerable extent the future reputation of this plan of buying.

PERSONNEL ADMINISTRATION

By Harvey Walker

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The year 1933 offered very little in the way of advancement in the science and technique of public personnel administration. In fact, in most jurisdictions, movement has been backward rather than forward. The dissatisfaction of the people with existing economic conditions has caused an almost universal political turnover. The large numbers of people out of work, coupled with this seething political change, resulted in an irresistible pressure upon new administrations to make wholesale changes in the personnel of public departments without much regard to civil service rules and regulations.

Against this general tendency, there are several important events which tend to offset the losses:

(1) The work of classifying the positions in the national government of the United States was transferred by executive order of the President from the Personnel Classification Board, a semi-independent ex-officio agency, to the Civil Service Commission, where this work now forms a branch of its general service. This action results in a better centralized staff service for personnel purposes in the national government.

(2) Several of the department heads in the national government who were appointed by President Roosevelt have shown a remarkable degree of resistance to the demands of the politicians for patronage. This is particularly true of Secretaries Wallace and Ickes.

(3) While some of the new agencies set up under the New Deal legislation have secured their personnel largely through political recommendations, a few have shown a disposition to use merit, rather than political recommendation, as a basis for appointment. This is particularly true of the Tennessee Valley Authority.

(4) The use of the Probst system of service rating has been extended during the year, and further experimentation has been carried on in connection with this scheme. Considerable progress has been made on a revision of the form which will tend to remove objections to its use and aid in standardizing the results obtained.

(5) The Detroit Civil Service Commission has just completed a classification study of the Detroit street railway system.

(6) The state of Pennsylvania completed a classification study covering the state employees. In the absence of a personnel department, however, this material will be used for budget purposes only.

(7) The Social Science Research Council has set up a Commission for the study of personnel conditions in the United States under the chairmanship of President L. D. Coffman of the University of Minnesota. Luther Gulick is director of research.

Municipal personnel departments have been concerned less during the past year with problems of recruiting than with other aspects of public personnel administration. Questions of layoff and re-employment, hours of service, standardization of salaries, leaves of absence with and without pay, discipline, classification, and other similar subjects have received more attention during 1933 than test construction, examination administration, and the preparation and certification of eligible lists. This condition will probably continue for a time, and it would seem desirable that public personnel bodies should become active in dealing with these problems which too often are overshadowed by the great demands made upon the personnel agency in connection with recruiting.

MUNICIPAL POWERS

By C. W. Tooke

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Attention may be called to two or three significant decisions of the past year bearing upon the extent and the exercise of municipal powers in cities. In Kentucky, where the compensation of officers other than the governor is limited by the Constitution to the sum of $5,000, it was held that the salaries of city managers came within the purview of the constitutional limitation.[1] It was also held that city commissioners were without power to increase their own salaries, where by charter the salary had been fixed at $900.00.[2] In this latter decision the court pointed out that any amendment to a charter or ordinance adopted by referendum can be repealed or modified only by the same method by which it was adopted.

The auxiliary power to contract may be expressly granted or may be implied where necessary to carry into effect an express power. It is generally held that a statutory prescription of the manner in which the power to contract may be exercised is a limitation that precludes contracting by any other method.[3] In *Interstate Power Co. v. City of Ainsworth,* decided

[1] *City of Lexington v. Thompson* (Ky. 1933) 61 S. W. (2d) 1092.

[2] *Allen v. Hollingsworth* (1933) 246 Ky. 812, 56 S. W. (2d) 530.

[3] *Van Eaton v. Town of Sidney* (1930) 211 Iowa 986, 231 N. W. 475.

on October 20, 1933,[4] the Supreme Court of Nebraska definitely affirmed this doctrine, holding that a recent statute authorizing cities to improve their electric light plants by pledging the earnings thereof did not authorize a contract for the construction of an entirely new plant to be paid for out of future net earnings. The statute delegating power to purchase or construct such plants provided two methods for raising funds to pay therefor, one by direct tax and the other by a bond issue. By this decision, the Supreme Court of Nebraska definitely committed itself to this rule of statutory construction of municipal powers, which has been recently applied by the Supreme Court of Iowa in this class of cases.[5]

A nice question of the construction to be given a statute conferring the power to contract upon a city manager recently came before the Supreme Court of Florida. By a statute enacted in Florida in 1931 [6] it was provided:

> The city manager shall make all purchases for the City *in the manner provided by ordinance* and shall, under such rules and regulations as may be provided by ordinance, sell all personal property of the City not needed for public use or that may have become unsuitable for public use. Before making any purchase or sale, the city manager shall give opportunity for competition under such rules and regulations *as may be* established by ordinance. (Italics mine.)

In *Brown v. City of St. Petersburg* [7] the Supreme Court of Florida held that in the absence of such an ordinance the authority of the city manager in the premises was unlimited. According to the generally accepted rule of statutory construction, "may" is construed as "shall" whenever the public interest or individual rights call for its exercise.[8] The court must have concluded that under the peculiar public policy of the state, declaring that all cities organized under the commission system are primarily to be regarded as business corporations,[9] the legislature intended to leave it discretionary with the commissioners to what extent they should limit this power of the city manager.

Two decisions reported the past year illustrate the doctrine that the local governmental body to which the exercise of legislative or discretionary powers is committed may not delegate its duty to some other officer. In *Hoyt Brothers Inc. v. City of Grand Rapids,*[10] the Supreme Court of Michigan held that an ordinance authorizing the city manager to grant or withhold permits for soliciting funds for charitable purposes, on his determination whether the charity is worthy and the applicants

[4] 250 N. W. 649; *Carr v. Fenstermacher,* (1930) 119 Neb. 172, 228 N. W. 114 distinguished.

[5] *Christensen v. Town of Kimballton* (1931) 212 Iowa 384, 236 N. W. 406.

[6] *Special Laws 1931,* ch. 15505, section 10 (g).

[7] (Fla. 1933) 149 So. 612.

[8] *Supervisors of Rock Island County v. The State Bank,* (1866) 71 U. S. 435.

[9] *Kaufman v. City of Tallahassee* (1922) 84 Fla. 634, 94 So. 697.

[10] 260 Mich. 447, 245 N. W. 509.

"fit and responsible" was void. In *Staley v. Vaughn* [11] the Supreme Court of Colorado held that an ordinance authorizing the "manager of safety" of the city of Denver to designate "through traffic" streets was valid. The difference in these two cases rests upon the distinction between legislative and administrative acts. Where the granting of licenses is to be delegated to officers, other than the body in which the discretion is vested by the charter or by statute, it is an elementary principle that general standards must be set up to guide the acts of the officer charged with their enforcement. If, however, the legislative power is directly vested by statute or charter in the body which undertakes to grant or withhold licenses according to its discretion, no such general limitation applies.[12] The direct exercise of the power of regulation by such a body is of course subject to the limitation of the federal constitution that the discretion shall be reasonably and not arbitrarily exercised.[13]

[11] 92 Col. 6, 17 Pac. (2d) 299.

[12] *Ryder v. Board of Health of Lexington* (1930) 270 Mass. 177, 173 N. E. 580; *Lerner v. City of Delavan* (1930) 203 Wis. 32, 233 N. W. 608; *City of Albany v. Newhop* (1930) 230 App. Div. 687, 246 N. Y. Sup. 100.

[13] *Yick Wo v. Hopkins* (1885) 118 U. S. 356; *Fischer v. St. Louis* (1904) 194 U. S. 361.

ADMINISTRATIVE LAW

By Marshall E. Dimock

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Within the past year several interesting developments have occurred in the judiciary's interpretation upon powers which fall within the purview of the municipal administrator.[1] In some decisions good administration has undoubtedly suffered as a result, but on the whole judges have evidenced a tendency to pay more respect to administrative considerations as individual competence and the techniques of management have improved.

The largest number of cases which are of interest to city managers arose within the field of personnel. Of outstanding importance among these decisions is the holding in *City of Lexington v. Thompson* (Ky.; 61 S. W. [2d] 1092). The Court of Appeals of Kentucky ruled that the position of city manager comes within the constitutional limitation on salaries of

[1] For analyses of the scope of administrative law and of earlier tendencies see my articles entitled, "The Development of American Administrative Law," (1932) 15 *Journal of Comparative Legislation*, 35, and "American Administrative Law in 1931," (1932) 26 *American Political Science Review*, 894.

"public officers" and that therefore the statutory provision to the contrary was void and the municipal ordinance fixing the city manager's salary was unenforceable. Here is clearly a case where a constitutional repair is indicated! This is not the first time that the courts have held that the city manager's post is an "office."[2]

Many controversies involving the civil service and the powers of executive officials arose within the past year, but only a few of the more important ones deserve attention. In a Michigan case (*North v. Wagner,* 249 N. W. 494), it was held that the appointment of a city attorney is subject to reconsideration within the period allowed by the civil service commission's rules although in the meantime the appointee had taken the oath of office. The rather doubtful administrative tactics which have been induced by governmental retrenchment are reflected in a decision of the California Court of Appeals. Where civil service appointees worked in permanent positions in excess of the maximum probationary period, the court held, appointments were complete, notwithstanding an attempt to keep appointees in temporary employment by successive reappointments to so-called "temporary" positions.[3]

A large number of interesting controversies over remuneration were decided during the depression year of 1933. Typical of many cases was the holding in *Adams v. Plainfield* (110 N. J. Law 377, 166 A. 164) which ruled that the civil service act was passed to protect civil service employees from removal except for adequate cause, not to prevent municipalities from adjusting salaries to meet economic exigencies. An unusual situation was presented when the New Jersey Supreme Court ruled that a city electrician receiving a salary from the city was not barred from recovering under a contract with the city for work done in drawing specifications and plans for street lighting where the contract was outside his regular employment, and performance did not interfere with his duties.[4] Although the instant decision was no doubt just, the administrative practice involved in the case is a precedent of very dubious character. A similar situation came before the Arkansas courts, where it was decided that the commissioners of Fort Smith, acting as boards of improvement districts, had power to employ the city attorney to represent the districts in all legal matters and to promote among the districts a reasonable continuing salary for such services, while paying for his services as city attorney from the city treasury. So long as the units of local government are in a chaotic state this administrative procedure will probably have to be continued.

[2] *McClendon v. Hot Springs Board of Health* (1919) 141 Ark. 114, 121. *Cf.* John M. Pfiffner, "The Council-Manager Plan and the Courts," (1930) 12 *Public Management* 387.

[3] *McGillicuddy v. Civil Service Commission,* 24 P. (2d) 942.

[4] *Ringleben v. City of Long Branch,* 11 N. J. Misc. 391, 166 A. 470.

The powers of pension commissioners were dealt with in two significant cases. A fireman's right to a pension became vested with the order granting the pension, it was held in *Hermanson v. City of Los Angeles,* 20 P. (2d) 774, and could be divested only by due process of law. The power of pension commissioners to hear and determine pension matters is "not executive or ministerial, but judicial power, which cannot be arbitrarily exercised." In a Georgia decision (*Horten v. Holcomb,* 170 S. E. 803) the determination of trustees of a police pension fund as to what policemen and policemen's families were entitled to pensions was held conclusive and final.

One of the most interesting and important fields of administrative law is that of administrative discretion. An excellent example of judicial interference with the constantly growing tendency of legislative bodies to open up larger fields of administrative discretion is found in a case involving the Kansas City Police Department.[5] The legislature of Missouri had passed an act applicable only to Kansas City and granting broad legislative and administrative powers to a board of police commissioners. The board was authorized to employ a permanent police force for the city and to equip and arm the force as might be considered necessary. Blanket authority was given to appoint a traffic squad, to determine the number and grade of policemen, and to fix salaries. The court's main objection was to the authority given the commission to prepare a budget. This power was held equivalent to the delegation of the taxing power. The act confers on the commissioners, said the court, "an unlimited authority and an uncontrolled discretion with respect to appointing, organizing, arming, and equipping a permanent police force." The police of a city, the court argued, are a part of the government of the state and therefore estimates and expenditures must be subject to legislative supervision and review. Two justices voiced a strong dissent, holding that this was not an unreasonable delegation of authority and that the precedents support the opposite conclusion. Irrespective of this, the decision is regrettable from the standpoint of efficient administration. One of the fortunate circumstances under which council-manager cities operate is that such reactionary decisions relative to the manager's powers are unlikely.

From a rather large number of cases involving the liability of public officials in actions brought by individuals, two stand out as being particularly interesting. The actions of fire departments are generally considered "governmental," and hence damage liability is usually denied by the courts. However, in Vermont in the case of *Ferraro v. Earle* (164 A. 886)

[5] *State v. Smith,* 49 S. W. (2d) 74. *Cf.* Charles G. Haines, "State Constitutional Law in 1932-33" (1933) 27 *American Political Science Review,* 577.

the court decided that a municipal fireman was personally liable for injuries caused by his negligence or misfeasance in the performance of ministerial duties. This decision is in line with cases which have held that injuries to citizens are compensable when they result from the negligent or careless operation of fire-fighting trucks and apparatus during practice drills. In another case involving employee liability, a Maine decision,[6] the court ruled that a tax collector of Biddeford was liable on bond for taxes legally assessed and uncollected. This decision upholds the law and practice relative to tax collection which has proved so successful in Massachusetts and in other New England states.

There is a general but gradual tendency to increase the municipality's liability for torts. In some cases the courts have liberalized the rigidity of the sovereign immunity arising from the performance of "governmental" acts, but for the most part legislative authorization enabling an aggrieved individual to bring suit in specific cases has been necessary. In the strenuously contested case of *Evans v. Berry,*[7] the New York Court of Appeals held, on appeal, that the legislature may grant municipalities the power to waive their sovereign immunity, and that "constitutional local self-government should not be hamstrung by the courts for economic reasons." The case involved the payment of $6,000 in damages to an innocent bystander who had been crippled by a policeman's bullet. Under the state constitution a local law is invalid if it provides for a gift to an individual or permits the creation of an indebtedness for other than a "city purpose." The city, said the court, "has power to recognize a true moral obligation or duty." This liberal decision deserves the acclaim of everyone who is interested in seeing established a just solution of damage cases arising from normal municipal functions.

Difficult problems are constantly arising relative to the municipality's liability or non-liability for the acts of its agents. The relation of principal and agent in public administration deserves an exhaustive research. In the New York decision just discussed, for example, the Court of Appeals referred to the common law rule that municipalities are not liable for the tortious acts of their police officers, but pointed with satisfaction to the fact that a line of liberal decisions, establishing liability, has already developed.

Municipal liability is more completely established in the matter of maintaining safe streets and public passageways than in any other field. A large number of interesting cases relative to this subject arose during

[6] *City of Biddeford v. Cleary,* 167 A. 694.

[7] 186 N. E. 203, 262 N. Y. 61; rev. 258 N. Y. S. 473, 236 App. Div. 334; rev. (Sup.) 253 N. Y. S. 569, 141 Misc. 928.

the past year, but only three or four may be noted.[8] The nuisance and negligence liability of cities in constructing and operating sewage systems has also tended to increase. For example, a landowner can recover damages when the operation of a sewage disposal plant decreases the value of his land, notwithstanding that such an act involves the exercise of a governmental function, it was held in *Gray v. City of High Point,* 203 N. C. 756, 166 S. E. 911. This decision, like other North Carolina decisions relative to municipal liability, is more liberal than in most states.

Where an injury is sustained in a public swimming pool, the courts have found it hard to decide whether the rule of governmental immunity or of proprietary liability should be applied. Wide differences of result occur.[9]

Since the maintenance of a jail is purely a "governmental" function, stated a Virginia court,[10] the municipality cannot be held liable for injuries to a prisoner even though the jail is "unfit for human habitation."

During the past year many interesting cases arose relative to the "line" functions of municipalities. If there were space we might deal with administrative problems arising from public works, local utilities, health departments, schools, fire and police, parks and playgrounds, city planning, zoning, and other manifestations of the police power. Many of the significant developments in these fields will undoubtedly be dealt with elsewhere.

[8] City constructing street in faulty manner rendering it dangerous to travel, or authorizing creation of dangerous condition by another, cannot say that it did not know thereof in action for resulting injury, it was held in *City of Covington v. DeMolay,* 248 Ky. 814, 60 S. W. (2d) 123; washing off of streets with motor-drawn flusher did not constitute repair of street so as to entitle boy, injured by large volume of water, to recover under statute imposing liability on cities for mismanagement of anything under their control, it was held in *Davis v. City of Greenville,* 168 S. C. 476, 167 S. E. 682; actual notice to city that lights on traffic signal device were out on a dark morning was unnecessary to render it liable for resulting injuries in collision, implied notice being sufficient, held in *Spears v. City of Greensboro,* 204 N. C. 239, 167 S. E. 807.

[9] *Hendricks v. Urbana Park District,* 265 Ill. App. 102, upholding non-liability although a fee was charged; *Thayer v. City of St. Joseph,* 54 S. W. (2d) 442, upholding liability in case of employee's negligence.

[10] *Franklin v. Town of Richlands,* 170 S. E. 718.

CITY AND REGIONAL PLANNING

By Flavel Shurtleff

Secretary, National Conference on City Planning, New York

Planning for 1933 is primarily a record of federal activities under the Roosevelt administration. The momentum of the planning movement as expressed in the number of planning commissions and their achievements continued during 1931 almost unabated but in 1932 the pressure for municipal economies had its effect on local planning commission activities. In some cities appropriations for planning were reduced in the same proportion as were appropriations in other city departments. In other cities, planning activities were entirely suspended for lack of appropriations and the principle that planning was a vital economy was apparently lost sight of. In reviewing the record of planning commission casualties during 1932 it must be borne in mind that many planning agencies never had the genuine support of the city administration and their value was little appreciated by the public. In almost every community where planning had gained a real foothold by 1931 its work was continued even during the low point of the depression.

All the more significant because of the apparent decline of planning during 1932 is the important part which it was given in 1933 in the National Recovery Program. In the first circular of the Federal Emergency Administration of Public Works, published in July, 1933, a comprehensive program of public works was laid down as the essential basis for federal loans and grants for specific projects. "The formulation of the immediate comprehensive plan," in the words of the circular, "involves the formulation of a long-range national plan to follow and be consistent with the immediate plan." Consequently, the function of the Emergency Administration as to *federal* projects and public works is "to determine eligibility from the standpoint of national planning." In the case of *local* public works, among the specified tests for the eligibility of projects is, "the relation of the particular project to co-ordinated planning and its social desirability." No project is to be considered which is a mere makeshift to supply work. Projects integrated with and consistent with a state plan are to be preferred to the isolated or inconsistent.

Circular No. 2, published in August, 1933, regarding information required for applications for loans to states and local public bodies prescribes that applicants must state whether they have a city or regional planning board, whether the proposed project has been submitted to the planning board, and what are the views of the planning board with regard

to it; a copy of the report of the planning board must be attached to the application and a statement as to whether the community is a part of a metropolitan district and if so whether the project is co-ordinated with the plans for metropolitan development.

The same recognition of planning is found in the field of federal assistance to slum clearance and low-cost housing. In its statement of policies and standards applicable to housing, the administration specified: "New housing should preferably be located with reference to a long-term plan for the economic development of the community"; and each project, "is to be conceived of as a unit in a neighborhood community."

In the field of regional planning, the most significant achievement of the Roosevelt administration was that portion of the Muscle Shoals Bill which authorized the President to make a regional plan for the Tennessee River valley region. The chairman of the Tennessee Valley Authority, Arthur E. Morgan, said of this great national experiment:

> President Roosevelt's idea, as embodied in the law, is that in the watershed of the Tennessee River there shall be attempted the first deliberate effort, on a large scale, to inspire systematic and balanced development of the social and economic life of a part of our Country. The New Deal, which is the central theme of the present administration, will not be brought about simply by a change of motives. New methods also are essential. Orderly design must take the place of haphazard and destructive exploitation.

There has been set up under the Tennessee Valley Authority a land planning and housing division, and a beginning has already been made in organizing a regional planning section.

The federal government has also given its support to the homestead movement by setting up in the Department of the Interior a division of subsistence homesteads charged with the administration of a $25,000,000 fund. This fund is to be used to demonstrate that people may have homes and gardens on plots of from one to five acres of good land, located near a centre of employment, and may there produce in time not occupied by their regular profession or vocation, such food and other commodities as they need or desire for their own use.

Homesteading of this kind is new in the United States. The fund, even for purposes of demonstration, is limited, but if the idea takes hold and proves economically profitable, it may be a most useful means to bring about a better distribution of urban population. At least it offers to crowded city dwellers better living conditions, a greater degree of economic security, and a chance to use their leisure profitably.

Also for the first time in our history a National Planning Board has been created, "To advise and assist the administrator in the preparation of the "comprehensive program of public works required by the Recovery

Act, through the preparation, development, and maintenance of comprehensive and co-ordinated plans for regional areas in co-operation with national, regional, state, and local agencies."

Realizing that federal funds would produce more results than the best advice, the Federal Emergency Administration of Public Works allocated to the National Planning Board $250,000 to stimulate the formulation of state and regional plans. This fund will be used for the employment of qualified planning experts whose service will be put at the disposal of state and regional planning agencies which express their willingness to co-operate. In a circular letter of December, 1933, the National Planning Board asked the governors of the states to appoint unpaid state planning boards, to sponsor state legislation which would put these planning boards on a continuing basis, and to develop a planning program including a ten-year program of public works. New Hampshire, Connecticut, Illinois, and Missouri completely met the specifications of the National Planning Board before the end of 1933 and had started work on the formulation of the state plan. At least twenty-five other states had responded favorably and were expected soon to complete preliminary arrangements looking to a state plan.

Late in November and December of 1933 many city and a few regional planning commissions took advantage of the opportunity to obtain technical service without cost except for materials through the Federal Civil Works Administration. In this manner some cities have secured well-trained men for work on planning projects; one Connecticut town of less than twenty thousand inhabitants has a staff of forty men supplied by CWA to work on a complete town plan.

PLAYGROUNDS AND RECREATION

By Jay B. Nash

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The year 1933 has been a year of great encouragement and discouragement from the standpoint of progress in the fields of playground and recreation development. The Yearbook of the National Recreation Association published this year reviews part of the statistics of 1932 and reveals that 1,012 communities report play leadership or supervised facilities involving a total expenditure of $28,092,263 or approximately $6,000,000 less than was spent the year before. Much of this decrease, however, was due to lesser expenditures for land, buildings, and

permanent equipment. This reluctancy of city authorities to expand their recreational plants was further indicated by the fact that only nine cities reported bond issues. A total of 23,037 recreation leaders were employed in connection with 12,684 areas, and 9,280 persons rendered volunteer recreation service in these reported areas.

One of the encouraging and outstanding features last year has been the extent to which state and federal funds have been used both for recreational leadership and the improvement and maintenance of play areas. Many local programs would have been abolished had it not been for the aid of state and federal funds. These state and national funds have been utilized in the following ways:

(1) *Reconstruction Finance Corporation.* Utilized for improvement and maintenance of areas and for the supplying of leadership.

(2) *Public Works.* A number of municipalities took advantage of the public works section of the National Recovery Act and procured funds for swimming pools, golf courses, and recreation buildings.

(3) *The Civil Works Administration and Civil Works Service.* More general use over the country was made of the civil works funds. Many municipalities utilized thousands of people in the improvement of facilities as well as in various phases of leadership. In the above connections special mention should be made of the use of federal funds for park and recreation services. This was effective in Durham, North Carolina, which resulted in the establishment of fifteen outdoor recreation centers. St. Paul, Minnesota, was allotted $8,970 for a survey under the civil works administration. In Los Angeles, 150 recreation leaders were assigned to a city-wide delinquency prevention program. New York State made liberal use of temporary emergency relief funds for the employment of some 1,500 leaders for six months for various types of recreation service under the state education authorities. In New Jersey, state funds were made available to more than thirty municipalities for supplying playgrounds. In Pennsylvania, the department of public instruction utilized a fund for recreational leadership.

Summarizing the possible outcomes based on the experiments of 1932-33 are the following:

(1) If the National Recovery Act is effective in the reduction of hours, definite programs for the widening of leisure time opportunities must be provided by nation, state, and municipality. There must be enlarged opportunities for choice with no attempt to prescribe programs.

(2) Playground and recreation facilities in various communities must be co-ordinated. If the administrative officers in charge of schools, municipal, and semi-public facilities cannot do this voluntarily, it must be done by the pressure from without.

(3) All facilities in connection with schools, libraries, museums, public playgrounds, and parks must be opened longer hours, in fact, any hour the public desires to utilize them.

(4) There is a growing feeling in official and lay groups that the antidote to delinquency and crime in its early stages is constructive play and recreation interests.

HOUSING

By Charles S. Ascher

Executive Director, National Association of Housing Officials, Chicago

It is safe to say that in no field of government has policy developed so fast during the past year as in that of housing. Out of the year's activity there has not yet come much construction; but low-cost housing has definitely been recognized as a problem of governmental concern, and even more, it has, I think, begun to be recognized as a long-term problem, not merely one of providing jobs in an emergency, although the attempts at national recovery have directed attention to the matter forcibly.

A year ago the Reconstruction Finance Corporation was authorized to lend money for housing to private enterprise which was willing to limit its return, and which was subject to state or local regulation. In addition to New York and Ohio, which had previously provided the machinery, thirteen states during 1933 passed laws establishing state agencies regulating and supervising limited-profit private housing enterprises: Arkansas, California, Delaware, Florida, Illinois, Kansas, Kentucky, Massachusetts, New Jersey, North Carolina, South Carolina, Texas and Virginia. In the meantime, the NIRA superseded the Emergency Reconstruction Act of 1932, and provided for housing loans and grants subject merely to "public regulation," which has been construed to mean regulation by the federal government where no state supervisory body exists. I do not look, therefore, to the creation of many more state agencies of a purely regulatory type.

The year has shown, too, that even with a loan of 85 per cent of the cost of a project, private capital was not ready to venture forth, knowing that the United States held a first mortgage which would wipe out a slender equity if there was the slightest mischance. Meanwhile, the pressure to relieve unemployment in the building trades continued; few industries have come so nearly to a standstill. Accordingly, what had two

years ago been the idealistic preachment of a few enthusiasts (who had seen it done on an enormous scale for years in most of the enlightened countries of western Europe) has come to the forefront: direct governmental construction and operation of low-cost housing is the next step before the United States.

The Housing Division of the PWA has made about twenty allocations, earmarking over $50,000,000, for limited-profit ventures in various states, admittedly not a large part of $3,300,000,000. On October 28, 1933, the Public Works Emergency Housing Corporation was chartered in Delaware as a direct arm of the federal government for construction in communities where no adequate local machinery exists. One hundred million dollars has been allocated to it initially. Its announced purpose is to initiate ventures only where there is a probability that local groups will be authorized to take them over, with proper civic and social control, to see that this really low-cost housing is made available only to those who need it, avoiding competition with private enterprise.

Meanwhile, the year has seen the problem attacked on the municipal front, too. Ohio last summer passed a law permitting the creation of special *ad hoc* municipal corporations, county wide in scope, having the power to condemn land if necessary, to construct and operate, and to issue revenue bonds for financing, but having no power to pledge the credit of the state or any local government, and having no taxing power. These agencies are framed on the analogy of established and successful undertakings like port and bridge authorities. Under this law, housing authorities have already been set up in the Cincinnati, Cleveland, Toledo, and Youngstown areas. Similar laws were passed in Maryland and New Jersey creating state-wide authorities; and I look for the enactment of many more such laws during the coming year.[1] Such agencies will be eligible for loans and 30 per cent grants under the NIRA. Milwaukee, piecing together its authority from various clauses of state law and city charter, has commissioned the board of public land commissioners to undertake a housing scheme as a direct municipal enterprise.

The problem of inadequate housing is not limited to urban slums, though we often tend to associate the provision of good housing with slum clearance. A similar drive has been made during 1933 toward providing adequate rural housing. The Federal Public Works Administration specifically allocated $25,000,000 for experiments in subsistence homesteads, and a division has been set up in the Department of the Interior to direct this work. Like the housing division, it has found it wise to set up an operating agency, the Federal Subsistence Homesteads Corporation, which may

[1] New York passed a municipal housing authority law in January, 1934; similar legislation is being considered in Delaware, Illinois, South Carolina, Virginia, and West Virginia.

spawn subsidiaries in various states if legal considerations make it desirable. An initial project is under way near Reedsville, West Virginia, intended to provide homes and a way of subsistence for chronically unemployed coal miners; about thirty projects are in various stages of development all over the country. Some of the state housing boards, like those in Arkansas and Texas, are giving their attention to this problem. The Tennessee Valley Authority maintains a division of planning and housing, which is making a first consideration the provision of adequate living accommodations for the workers on its dams.

So rapidly has interest in housing developed, that the responsible governmental officials have already felt a need for an agency to serve them as the International City Managers' Association serves its constituents. On November 25 delegates from ten of the federal, state, and local public bodies dealing with housing met to form the National Association of Housing Officials which will form one of the "Chicago group" of national governmental organizations. Initially the problems with which it will be faced are those of legislation, advice in bill drafting, organization, finance, land acquisition, design and construction, the problems on which interest is focused at the moment. But it is already clear that the management and administration of low-cost housing communities when they are once set up will call for special treatment, indeed for a personnel with a special background and training. Here is a new field of public management, which is destined to grow with the years, if, as some of us think, governmental provision of adequate living quarters for the underprivileged becomes a long-term policy for the United States, lasting well after the end of the depression.

PUBLIC WELFARE

By Frank Bane

Director, American Public Welfare Association, Chicago

During the year 1933 unemployment relief has been recognized as a national problem. The national program that was developed in the spring has been made effective in the second half of 1933. We have definitely shifted from emphasis on local responsibility, to state responsibility, to a reluctant program of federal loans to the states, to the new point of view that unemployment relief is a national problem that requires the joint efforts of local, state and national government if the attack is to be successful.

Strong federal leadership has achieved gratifying results in these few months. The first of the administration measures provided for the establishment of Conservation Corps Camps to care for young men with dependents already on relief. Over 300,000 men were enrolled in the first camps and given a chance to work for six months at wholesome outdoor work, while the $30 monthly payment allotted to each man was in a large per cent allotted to his dependents. So successful did this program prove that it was maintained for the second six months at a strength of 314,000 men, with a large number of camps moved south for the winter. In all probability this plan will be extended for at least another six month period.

A Federal Emergency Relief Administration was set up by the Federal Relief Act, with an appropriation of $500,000,000 to be given to the states on a grant-in-aid basis. The President appointed Harry L. Hopkins of New York to serve as administrator. Immediately the new administrator began to exercise the wide powers and discretion granted him by the Act. The first ruling that grants of federal emergency relief funds were to be administered by public agencies after August 1, 1933, meant the establishment of municipal public agencies where none had previously existed and the strengthening of many of those already established. Good administration and adequacy of relief were stressed at the outset. Clear cut rulings were made in regard to both direct and work relief. Definite rules were established for investigation and service to strengthen the administration of relief. New policies have been established for dealing with the long puzzling problem of the transients; assistance given to the self-help and barter projects; new plans developed for medical care for those on relief, and constructive policies established for using the services of unemployed teachers.

One of the most constructive developments in the federal program is the Civil Works Administration which aims at the very root of unemployment by providing employment for some 4,000,000 persons, half of whom have been on relief and the other 2,000,000 unemployed although not on relief. This is the first application of the oft repeated statement that the only cure for unemployment is employment. Harry Hopkins, the federal emergency relief administrator, is also the civil works administrator, and in practically every case the state and local directors of emergency relief are also in charge of civil works administration—$400,000,000 of the money for financing these projects was advanced by the Federal Public Works Administration, with supplementary funds from the Federal Emergency Relief Administration and from state and local sources. The responsibility for administration has been decentralized, with the local governments responsible for developing civil works projects and the state

governments passing on the eligibility of such projects. It serves as an admirable example of the way federal, state, and local governments are pulling together in the field of unemployment relief under the new deal.

One very interesting development has been the use of agricultural surpluses and coal for families of the unemployed, these being used to make relief more adequate, since they have been in addition to the previous budgets, and at the same time this policy has meant a reduction of the market surpluses.

Although overshadowed by federal legislation and administration, new developments have taken place in the state and local field. Regular legislative sessions were held in all but three states and altogether forty-three special sessions were held in addition. In the majority of these unemployment relief legislation and financing were discussed with considerable result. Significant changes in permanent public welfare administration also resulted in many states. Certain discouraging aspects, such as discontinuance of service or large cuts in appropriations for these permanent functions should also be noted.

For the financing of unemployment relief, bonds were issued in Maryland, Minnesota, Nevada, New Hampshire, New Jersey, Rhode Island, and Washington, varying from $100,000 in Nevada to $10,000,000 in Washington. In New York State a $60,000,000 bond issue was voted on favorably by the electorate in November, and constitutional difficulties standing in the way of bond issues were voted on in California, Maine, Pennsylvania, and Texas—all favorably except in Maine. Special taxes have been levied or appropriations made for relief in Illinois, Indiana, Michigan, Ohio, Oklahoma, Utah, and Wisconsin.

New administrative provisions for state relief are noteworthy. Arizona has created a permanent state board of public welfare which also handles unemployment relief. Nevada has established its first state board of charities and public welfare. New Hampshire has centralized all relief in the hands of a state director who uses the counties as administrative districts. Washington has set up a new relief administration which works with county welfare boards. New commissions have also been established in Connecticut, Montana, and Oregon. In Minnesota, the board of control has authority to establish a new bureau for relief purposes. In some other states, namely, Illinois and New Jersey, the life of the relief commissions has been extended.

Old age pension bills were introduced in a great many states and laws passed in nine states including Arizona, Arkansas, Indiana, Maine, Michigan, Nebraska, North Dakota, Oregon, and Washington. Two bills providing pensions for the indigent aged passed the House in Pennsylvania on December 6.

Considerable interest was shown in unemployment insurance although no new laws were passed.

The Child Labor Amendment was ratified in fourteen states during the year, making a total of twenty states that have now ratified.

In many ways public welfare administration has been strengthened during the past year, much of the credit being due to the new federal leadership and the co-operative relationships that have developed as a result.

SCHOOL ADMINISTRATION

By J. B. Edmonson

Dean, School of Education, University of Michigan

Workers in the field of public school administration have devoted the major portion of the year 1933 to meeting the crucial problems created by the economic crisis. It is doubtful whether there has been any significant improvement in administrative techniques, as school officials have been so busy with emergency measures that there has been little opportunity for the development of new and better procedures in administrative matters. To the public schools the economic crisis has brought increased responsibilities in the way of numbers of children to be taught, and in the amount of personal attention required by pupils, especially those coming from homes that have been adversely affected by the depression. The crisis has, however, decreased the financial support of schools, and in many localities the breakdown of taxation has developed a number of perplexing situations, including the actual closing of hundreds of schools. In many systems the number of administrative and supervisory officers has been decreased, the size of classes increased, and the amount of work offered in certain school subjects greatly curtailed. These conditions have drawn heavily on the time of administrative officers, as a great variety of readjustments has been required. In some communities administrative officers have been required to make an aggressive fight to protect the American ideal of a free public school open to all of the children regardless of social and economic status of their parents.

During the present year there has been a great deal of attention given to the bettering of systems for the financing of education. A very significant report on this topic *Report of National Conference on the Financing of Education*[1] was prepared by a committee of experts in the field of taxa-

[1] National Education Association, 1201 Sixteenth St., N. W. Washington, D. C.

tion and public school finance. Among the significant recommendations in the report are the following:

Reorganize local units of school administration so as to make available in an economical manner to all the youth of that unit educational facilities that offer throughout the elementary and secondary levels complete educational opportunities.

Enlarge administrative units and so organize them that centralization of responsibility and authority together with competent local leadership may be provided.

Develop a balanced system of taxation to spread the tax load more equitably.

Transfer a larger part of school support from local to state governments.

It is expected that this report will help to clarify the thinking of leaders relative to the principles of taxation that should find expression in legislative policies for the support of schools.

The unusual difficulties confronting the schools have caused administrative officials to give increased attention to informing the public about schools, as it has been painfully evident that many patrons do not understand the purposes, scope, and achievements of public education. In an effort to correct the situation increased attention has been given to organizing and disseminating information on school costs expressed in simple terms and emphasizing values that accrue to the child, as well as to supplying factual information to newspapers and to civic groups in order to guard the school against misrepresentation by hostile critics. The practice of inviting committees of civic organizations to become acquainted with the practices and achievements of the school and to offer constructive criticisms has also been followed in some cities as well as the policy of establishing systematic contacts with local service clubs, chambers of commerce, women's clubs, and other civic organizations. There is a growing conviction that administrators should feel obligated to develop intelligent understanding of the school and its program.

There has been practically no construction of new school buildings during 1933, and school officials have therefore been relieved of the numerous problems connected with the planning and constructing of new buildings. The increase in enrollment has, however, lead to overcrowding of present buildings and this has developed some difficult administrative problems. In some places there has been a disposition to postpone needed repairs in school buildings with the result that school plants have been deteriorating more rapidly than in normal times.

It cannot be said that the year 1933 represents a year of progress in the field of public education. In many sections it represents a period of actual loss. There is, however, some ray of hope to be found in the very genuine concern over the unfortunate plight of schools as expressed by many leaders in public life and by civic groups.

PUBLIC HEALTH

By W. F. Walker, Dr. P.H.

Director, Division of Health Studies, The Commonwealth Fund

The year 1933 has shown the same downward trend in general mortality as was experienced in 1931 and 1932.[1] In spite of the continued stress of the business depression and a slight rise in the respiratory infections in the early part of the year, the gross death rate is one of the lowest ever experienced. This should not, however, be the cause of undue optimism as measurements of health more finely graduated than mortality rates, namely the sickness rate, in a considerable portion of our urban population has shown that those groups which suffered the greatest financial change from 1929 to 1933 also showed an appreciably higher sickness rate than did those whose economic status has suffered little or no change.[2]

The most significant changes in the organization and program of public health departments occurring during the year have come primarily as a result of the decreased budgets. Within the year indications are that 92 per cent of cities have suffered a decrease in their expenditures for public health services varying from approximately 3 per cent to 47 per cent, the most usual experience being in the vicinity of 20 per cent. Though this curtailment has in many instances seriously hampered the work of particular departments and has forced many people out of employment, it has also had some beneficial effects by forcing the consolidation of services with some increase in efficiency. Particular examples of this are to be found in the consolidation of laboratory services of hospitals and health departments under common administration. There are still other fields of municipal endeavor where one staff will make for economy. We see in about 50 per cent of the cities school medical and nursing services operated by school departments while the health activities for the rest of the population are carried on by the health department. Consolidations of staff have taken place in this field with equally satisfactory results.

The demand for increased efficiency because of decreased personnel has forced departments to a wider use of lay groups and volunteer organizations, given greater opportunity for public education in health matters, and engendered a greater public interest. The sheer necessity of defending and proving the worth of the health department has been a tremendous stimulus—a greater public support of the local program results.

[1] *Statistical Bulletin,* Metropolitan Life Insurance Company.

[2] Report of a study by the U. S. Public Health Service in collaboration with the Milbank Memorial Fund. *Public Health Reports,* October 13, 1933.

The organization of medical relief services made necessary by the conditions of the depression has in many cities been turned to good advantage by the health department and a preventive viewpoint injected into what, in the past, certainly would have been an entirely palliative service of low grade. No doubt the most significant happening of the year is the fact that private physicians and nurses in a number of states and cities have set a schedule of fees for medical and nursing service for relief cases and have been paid out of public health funds for their services. Some medical societies and health workers have seen the implications of such procedure and are watching it carefully to insure the necessary safeguards to the service and to see that a premium is not actually placed upon illness. There is evidence of a growing interest on the part of physicians generally to do preventive medical service in their own practice and to welcome aid of the health department in stimulating a public demand for the various protectives against communicable disease and the use of regular medical supervision in the prenatal and infant periods.

There seems to be a tendency on the part of the public to be over impressed with the good health records of the past few years and to take it for granted that these results will continue automatically. There probably was never a time of greater need for health departments to demonstrate their services in a specific and tangible way to the mass of people and more particularly to the leaders of community thought. During the organizing years that have recently passed the idea of a health department could be sold with little argument and the results were more or less accepted as a matter of course. These are now being questioned by those who would seek to reduce public expenditures to the limit. The municipal health officer must impress his staff with the present necessity of the improvement in service and the importance of personal service for the individual or the group as the soundest and most effective way of teaching the value and worth of the municipal health function.

The most encouraging sign on the public health horizon of 1934 is the continued and in fact increasing demand for trained and high grade personnel in municipal departments. Budgetary shrinkings have relieved some departments of ineffective personnel and made opportunities for the employment of trained persons when and as any expanded program of service is possible.

POLICE ADMINISTRATION

By August Vollmer

Professor of Police Administration, University of California

Significant indeed is the interest manifested by federal officials in the huge crime problem confronting municipal and state police officials in the United States. More important, however, is the willingness on the part of many of the local police officials to lend aid and encouragement to the movement recently initiated, designed to extend the federal police activities to include every kind of criminal offense committed in part in two or more states. This effort to heap upon the federal government additional responsibility for law enforcement is probably but the beginning of a wider extension of police powers to the federal police agents. The extent to which the police chiefs of America are willing to go in this direction may be seen by reviewing the following recommendations affecting federal crime control recently made by the emergency crime committee of the International Association of Chiefs of Police at a conference called for that purpose by Attorney-General Homer S. Cummings:

(1) That it be made a federal offense for a person to go from one state to another after committing a felony, and also to transport stolen property across a state line; and federal authorities may waive jurisdiction to the state courts.

(2) Universal fingerprinting is recommended; and, further, every person in the United States, when leaving his own jurisdiction, should be compelled to carry an identification card.

(3) That in the case of persons deported to or from the United States, the Bureau of Immigration hold and fingerprint such persons until it has been ascertained through the Bureau of Investigation whether or not they are wanted for a crime in this country or elsewhere.

(4) That a change be made in the Constitution to prevent possession and use of weapons by other than law enforcement and military officials, and that pending such action, Congress should pass such laws as will prevent importation, interstate shipment, or transportation from one state to another of offensive weapons or gas, and that pending legislation by Congress, importation be prohibited by executive order.

(5) That a uniform method of informing police officials concerning fugitives wanted be set up in the Bureau of Investigation, by means of which the police department wanting the fugitive would communicate with the Bureau and the Bureau would disseminate the information to all police departments.

(6) That a nation-wide program of police training should be initiated with the financial assistance and participation of the federal government, and be conducted under joint auspices of United States Department of Justice, state government, leagues of municipalities, where existent, and the International Association of Chiefs of Police.

(7) That the United States Division of Identification and Information be expanded to provide additional services for state and local police forces, such as bulletins on methods of investigation, studies and researches in scientific police methods, clearing house for stolen property, police laboratory, advisory services, establishment of nation-wide Modus Operandi system, and installation of a single fingerprint system.

(8) That federal action be taken in cases of racketeering.

(9) That simplified criminal procedure be adopted so that the plotting of a crime in one state and commission in another be made a felony; application of Dyer Act to all cases of transportation of stolen property from one state to another; receivers of property stolen in another state may be guilty of a felony; deportation of alien felons regardless of time in the United States; and simplification of extradition laws.

"Job Analysis of Police Service" is the title of Bulletin No. 4 of the California State Department of Education and is the forerunner of additional scientific studies of the several positions filled by various members in the police service. Not only does this first police job analysis which was made in Los Angeles reveal very clearly the kind of work done by the members in the different positions of the force but it also states what knowledge these persons must possess successfully to discharge their duties. Similar studies will undoubtedly be made in other police departments following this excellent beginning, and the data thus collected will form a solid foundation upon which a much needed police curriculum may be constructed.

Mechanization of modern progressive American police departments is proceeding with great rapidity, and there are now more than a hundred departments equipped with automobile patrols in which are installed radio receiving sets. However, revolutionary changes may be made in police radio transmission and reception as a result of the recent ultra high frequency two way installation in Bayonne, New Jersey, which, according to Lieutenant Vincent J. Doyle of that city, is functioning economically and efficiently. Advocates of this system say that cruising cars may receive and send messages to headquarters or to any other patrol car or police station similarly equipped. Static does not disturb the system in the least, interference from police radio stations in other cities is completely eliminated, and erection, installation, and operation are greatly simplified.

A recent invention is certain to facilitate the identification of criminals

by their method of operation. This device makes it possible for operators of tabulating machines to separate from the many thousands of cards in their files the individual card or cards containing a particular Modus Operandi with a single operation of the machine at the rate of four hundred cards per minute. While it is true that a few departments now place the description of the manner in which the crime was committed along with other information on the tabulating card, no general use has been made of this means for identification because of the time consumed incident to repeated sorting. With the new selective sorter, twelve columns of coded descriptive identification data may be picked out with one run of the machine. Consequently, with the time element appreciably reduced, more common use of the tabulating machine for identification purposes will follow.

The Division of Investigation of the United States Department of Justice inaugurated a single fingerprint system and single fingerprint file of known kidnappers, racketeers, and extortionists. In time, the Division hopes to include other important criminal types in the single fingerprint file. The Division also adopted a standard classification for police, court, and prison statistics for national use as recommended by an advisory committee and has compiled a complete police statistics manual for distribution to police officers.

FIRE ADMINISTRATION

By Harold A. Stone

Executive Secretary, New Orleans Bureau of Governmental Research

Once more aggregate fire losses in the United States dip downward. The record for 1932 is $407,000,000, which is the lowest level since 1920 when $448,000,000 went up in smoke. The high point was $562,000,000 in 1926.

Arson. The Gold Dust twins, overinsurance and arson, are steadily increasing their lucrative clean-ups in the country. These two are causing municipal fire protection forces more trouble than all other by-products of the depression combined. Eagerness of insurance companies to write business without incurring the expense of appraising the property, and their haste in making settlements even if fires are of suspicious origin, have aided the criminals in their nefarious acts.

A study by City Manager Fairtrace of Fort Worth reveals that 55 per cent of his city's fire losses were of incendiary origin and that these

fires were occurring chiefly in residences with a chance of profit averaging $1,000 a fire.[1] He further finds 75 per cent of the buildings subject to incendiary fires were overinsured as measured by the assessed valuation.

The same situation exists among the municipalities of New York state, as a survey appearing late in 1933 reveals 25 per cent of the fire losses are from arson.[2] Twenty-two convictions for arson in New York City last year, and 119 persons arrested in spite of impossible laws favoring the criminal, attest to the seriousness of these inhuman acts. The bureau of fire investigation there tells stories that would shame many of the detective tales for want of excitement. The laws governing the conviction of arson criminals hamper prosecution to the extent that there is only one chance in thirty-one of the criminal's being convicted!

Arson Squads. In addition to enlisting the aid and action of insurance companies against overinsurance, there are three important duties of arson squads as now found in many of the larger cities. They are the investigation of the causes of all fires, which should commence the moment the alarm has sounded; the watching of suspicious persons, particularly those who were unconvicted in previous cases; and the preparatory work for the prosecutor.

Following are three general types of organization for dealing with arson. In nearly all cities, they are centered in the bureau of fire prevention. First is the complete unit composed of detectives (assigned from the detective bureau of the police department), prosecuting attorneys (assigned from the prosecutor's office), and fire engineers. Second is the incomplete unit wherein the fire prevention bureau is aided by both the police department and prosecutor, as occasion demands. And the third method is the mixed unit which is probably the most common. Here the state fire marshal or sometimes the fire underwriters take charge of all suspicious fires, while the fire department simply aids as requested. The latter method is the only one for small communities where the call for specialized service is infrequently needed.

Beer. The return of beer resulted in reopening the rule books and manual to the section dealing with intoxicants. Only one of thirty-eight fire chiefs scattered over the country favored letting down the bars to permit beer in station houses and at fires. Thirty-five definitely said "no" and two were undecided.[3] In a number of cases regulations were amended so as to prohibit beer the same as hard liquors from department buildings.

[1] G. D. Fairtrace, "Overinsurance as a Factor in Fire Losses"; *Public Management,* XIV, 263-65 (September, 1933).

[2] DeWayne E. Nolting, *Fire Prevention Practices in New York State Municipalities.* New York State Conference of Mayors, 1933.

[3] Questionnaires sent out by *Fire Engineering.*

Progress from Disasters. It often requires a calamity to make progress. This is the case in California following the Long Beach earthquake, for while the earth was still rumbling the building laws were sent to the municipal engineering departments for drastic revision. Even fire stations were not immune from falling front walls which bottled up the apparatus behind piles of debris; and the communication system completely broke down leaving each company captain to his own initiative. What is needed is an indestructible and reliable signal system, sufficiently inexpensive as to be purchasable in depression days. The California earthquake also taught the value of "disaster organizations" which performed with much efficiency during this calamity. While many well-established units, such as police, water, and engineering departments, electric and gas utilities, transportation and communication companies, American Legion, Red Cross, et cetera, have definite parts to play, the initiative for forming an organization of this character lies in the fire department. The mayor or city manager is the commander-in-chief.

Prevention Does Prevent. Millions of people surging through temporary, flimsy buildings caused only a handful of negligible fires at the Chicago World's Fair. A private department, backed up with the city's forces, was aided by both an automatic fire alarm system and a manually operated one. In most cases the department was on the way in response to the automatic alarm before the manual signal was turned. Watchmen ever on the lookout for hazards did an effective job of policing.

The Future. An awakening within the ranks of the fire department is needed to correct some of the outstanding deficiencies of today. Possibly a page can be taken from the record of recent achievements in the police field, which should be an incentive for a "new deal" in fire protection. Surely a uniform classification of the causes of fires would permit an inter-city exchange of data which at present are in a meaningless muddle. A standard method or formula for ascertaining fire losses coupled with a single responsible agency instead of several, would take the guesswork out of the present figures. Employment of university trained fire engineers and a sweetening of the ranks by grafting in new blood from other city departments, as is done in Europe, are two more forward steps.

Fire prevention is still in short pants. Graduation will not occur until the same emphasis is given to prevention as to fire fighting. A more centralized prevention unit with power for direct action is needed to take the place of a loose co-ordination when the police department, state fire marshal, and building and electrical departments all have a finger in the pie.

New units of measure of the work done by fire departments can take the place of the universal per capita loss and cost figures. A method of

evaluating the success and failure in dealing with fire will place the departments in a more defensible position. These are only a few of the needed improvements in the management of municipal fire protection forces.

PUBLIC WORKS

By Frank W. Herring

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The year 1933 has been charged with meaning for public works. As part of the New Deal a healthy expansion of public works operation has been officially adopted as a vital element in the national program of economic recovery. This does not mean, however, that those in high places have unanimously come to regard increased public spending as the wisest course to pursue. Many there are who are still far more concerned with budget balancing, credit maintenance, and the general Spartan life that such a course implies than with the more humane and socially wiser course of using government funds to augment the income of the "forgotten man." In consequence the great wave of public construction that would carry all the unemployed before it, long advocated by the liberal-minded during three years of depression, is not likely to materialize in an unalloyed form.

When the year opened, the ill-fated R.F.C. was still fiddling with loan applications from cities planning to build "self-liquidating" improvements. However, it was evident that the R.F.C. method of financing public works, in addition to being of questionable soundness as a social policy, was to be totally ineffective in achieving its announced objective. There simply was not a large enough potential demand for improvements adaptable to the toll-bridge principle. Legal pettifogging and a finical taste in financial matters did not stimulate the filing of applications or expedite the granting of loans. Passed in a fanfare of publicity, the emergency relief and construction act of 1932 out of its available $1,500,000,000 had disbursed little more than $60,000,000 to public works projects by the end of 1933.

Shortly after the new administration took office in early June, the National Industrial Recovery Act was passed in an atmosphere that resembled that of a revival meeting. A vital part of that act made available $3,300,000,000 of federal funds for the construction of federal, state, and local public improvements. To municipalities or other local governmental

bodies an outright grant was provided equal to 30 per cent of the cost of labor and materials entering into the construction, the balance of the construction cost being advanced as a loan. No restriction beyond that of social utility was placed upon the proposed improvement. Self-liquidation became an abandoned fetish. It was required only that cities present "adequate" security for their loans.

Although it was of a far more liberal character than the R.F.C. law, the public works act also began early to run into difficulties. The filling of administrative posts was delayed at a time when days were precious. By the time the appointments had been made, August 1, hope was gone for getting any material volume of construction under way before the winter. Also, the same tendency toward overnicety in regard to legal and financial questions as had been evidenced during the self-liquidating era, although to a far less degree, operated to hamper the administrative preliminaries.

In the local communities themselves, enthusiasm to undertake new expenditures, even with a federal subsidy, proved to be less than overwhelming. Municipal budgets were attended with much the same solicitude as they had been during the hysterical days of 1932, although the zeal for parsimony began to lose its edge. Municipal tax collections typically were far behind, and municipal credit was not particularly robust. Further, it was widely held that the "high" wage rates of $12 to $15 per week would make construction too costly, although it could be demonstrated from alternate contract bids that the public works law wage requirements involved an increased cost of but 5 to 10 per cent, far less than the amount of the federal subsidy.

Nevertheless, the vast quantity of deferred local improvements that had been accumulating two or three years constituted a situation favorable to the success of the public works venture. Stimulated further in a few cases by court decisions making new construction mandatory, as at New York with refuse incinerators and at Chicago and Columbus with sewage facilities, applications for federal funds began to accumulate steadily. By the end of the year practically all of the $3,300,000,000 had been allocated to specific projects, although actual construction was under way on but a few. It was evident that between allotment and contract award there were to be many harrowing weeks of uncertainty.

In the forefront of those new works now rapidly getting under way are those designed to improve community sanitary conditions. Our people are at last becoming aware of the desirability of adequate pure water and of disposing of their sewage and refuse in a civilized manner. It may be that a day will come when a black, putrid river and a rat-infested dump will no longer be the outstanding features of an American city.

Sanitary science has been developing at a great pace during recent years. Of course it is impossible to date a scientific advance as definitely as an act of Congress, but it can be said that during the year there came a complete acceptance of the soundness of numerous new sanitary processes and the announcement of many more of apparently great potentialities.

Clarification and sterilization methods are now capable of making any water supply, regardless of origin, safe for human consumption. Ammoniation and activated-carbon treatments are now well on the way toward making all safe water pleasant to drink. Softening is likely to be the next step in water improvement for it has now been demonstrated that in a great number of cities the saving in domestic soap consumption alone with a soft water would more than pay for the cost of treatment.

Refuse collection and disposal still remain a relatively undeveloped field in America, but there are signs that wide-spread improvement can be looked for in years to come. One of the most interesting garbage disposal installations is at Baltimore where the overload during peak production periods is macerated mechanically, flushed into the outfall sewer and digested and disposed of in conjunction with the solids in the sewage. The installation is frankly experimental and its operation is to be studied carefully during the coming summer season.

In sewage treatment the mechanical sludge-dewatering device has definitely supplanted the old underdrained sand bed in the favor of sanitary engineers. For successful operation, however, a mechanical coagulant is required and a vast amount of research has been undertaken during the year to develop ways of reducing chemical costs. One of the most promising results so far has been the so-called elutriation process, in which the sludge is washed with water before being dosed with chemicals, resulting in a great reduction in the amount of coagulant required. The number of chemical and mechanical sewage treatment processes now being promoted is likely to prove bewildering to the non-technical public officials. Suffice it to say that none is a cure-all and but very few are really new. The required degree of treatment still must determine the type of process best suited to any sewage problem, with the well proved trickling-filter and activated-sludge processes still giving the highest degree of treatment.

MUNICIPAL UTILITIES

By John Bauer

Director, The American Public Utilities Bureau, New York City

The principal development in municipal utilities during 1933 appears to be a definite check in the decline of municipal electric systems and a distinct movement toward establishment of new municipal plants, especially among larger municipalities.

Heretofore, with such exceptions as Los Angeles, Seattle, and a few other moderately sized cities, the municipal plants were confined to relatively small communities. In some quarters they have been regarded as mere hang-overs from an earlier period, before efficient inter-municipally connected systems were developed. There has been a widely prevailing assumption that gradually all small municipal plants would be taken over by the private systems because of greater economy and superior service.

Absorption of the smaller municipal plants by the large private groups, however, was not only retarded by the continued depression, but the pendulum now seems to be swinging distinctly the other way. During the past year several substantial cities voted on the institution of municipal electric systems. It is noteworthy that a favorable vote was reached in such cities as Camden, New Jersey, and Akron, Ohio. While in other cities, such as Birmingham, Alabama, and Youngstown, Ohio, the vote was unfavorable, the surprising aspect is that municipal ownership proposals advanced to a point of popular vote in so many places.

The resurrection is due to several factors. The most important one was doubtless the continuance of high electric rates by most private utilities—their failure to make substantial rate adjustments in the face of widespread economic distress and decline in price level and purchasing power, and the inability of the commissions to exercise effective control so as to bring about rate revisions in line with new conditions. The high rates have pressed not only upon residential and commercial consumers, but upon municipal consumption itself. In several instances, the proposed municipal plants have as their primary object the supplying of street lighting and other municipal uses.

A second factor has been the remarkable success of municipal plants. Apart from the relatively low rates of the well-known larger public systems, the fact has become widely known that the smaller plants have also served as a distinct boon to the municipalities. In many instances, even where the rates were not lower than in similar communities served by private companies, the municipals supplied electricity for street lighting

and other public purposes at much lower cost, or gratis, and besides made profits which under the circumstances of the past two years helped greatly in meeting the financial needs of the municipalities. They added materially to the general municipal revenues, and prevented the extreme financial strain of many other communities. Their success, therefore, has stood out strikingly as never before.

A third factor has been the Federal Public Works Administration. As a part of the economic recovery program, the present administration has relaxed materially the requirements for advancing money for municipal purposes, especially for local utilities, as established earlier by the Reconstruction Finance Corporation. It has not only eased up in insistence upon proved self-liquidating capacity of each undertaking and upon non-competition with private companies, but also in financial terms. Municipalities which are ready to institute electric plants or other utility services now receive maximum encouragement by the government for the purpose of speeding up public construction. The terms are made so easy as to make the utility undertakings financially successful almost from the outset.

A fourth factor has been the Tennessee Valley Authority. In its program of power development, it has instituted a policy of selling power at low wholesale rates to municipalities, and has thus greatly stimulated throughout the territory within reach of transmission the establishment of municipal distribution systems. This influence has already been effective throughout Kentucky, Tennessee, and Alabama, and is reaching as far as South Carolina, where efforts are being made to obtain government power for a state fostered system of rural electrification.

Besides renewed interest in municipal ownership and operation, there has also been in 1933 wide insistence upon reduction in electric rates charged by private companies. The municipalities have participated extensively in this movement, notwithstanding their financial difficulties in undertaking the task of formal rate cases before commissions. In some instances, notably in Illinois and Virginia, the state leagues of municipalities have actively taken the leadership in the movement for lower rates.

In dealing with rate adjustments through the commissions, the fundamental futility of the prevailing system has come strikingly to public attention. Rate cases have been notoriously expensive, slow moving, and unsatisfactory as to results. To meet this condition, several commissions turned to the policy of bargaining for rate reductions, but mostly their efforts have been ineffectual. As against the bargain process, attention has been directed toward simplification and standardization of rate procedure. Instead of physical appraisals, efforts have been made to adjust rate bases through application of price index numbers. While such methods make possible economy in time and cost of rate inquiries and

provide more definite standards of adjustments both in the interest of consumers and investors, they are new and have not received decisively the stamp of judicial approval. The standard rate inquiry has called for physical valuation which, under the procedure now firmly stereotyped, is extremely time consuming, costly, and utterly destructive of effective regulation, especially in a period of rapidly changing prices and other unstable conditions.

When prices have fallen greatly and purchasing power has melted away, and when the future is one of instability, commissions are confronted with the necessity of adjusting the standards and methods of rate determination to the new conditions. They are not only confronted with the necessity of adopting suitable methods for prompt immediate adjustments, but also to meet reasonably future changes. They face the necessity of adopting methods through which, after immediate adjustments, the rate base of any company may be promptly and fairly increased or decreased with future rising or falling prices. The very uncertainty of the future calls for methods altogether different from the traditional processes of establishing "fair value" upon which rates have been based in the past. While commissions have been reluctant to venture from old moorings, they are gradually forced by necessity to look to newer standards and may in the coming year move rapidly in that direction.

The past year has witnessed also a few instances of important and, indeed, radical ventures on the part of private companies in the revision of rates. The most striking instance appeared in St. Louis, where the maximum rate for residential service was fixed at 3.5 cents per kilowatt hour, with further reductions to stimulate consumption for various residential purposes. This schedule comes closer to the best standard of a promotional rate than any other with which the writer is acquainted. It should indicate to other companies that the way to save private ownership and operation is to institute rates that are not only low and conform to present costs, but will permit intensive use of electricity for all purposes.

COUNTY MANAGEMENT

By Paul W. Wager

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The extension of the manager plan to counties showed marked acceleration in 1933. At the beginning of the year the plan had been adopted in only two counties in the United States—Arlington County, Virginia, and San Mateo County, California—and in only the Virginia county had it gone into effect. This is exclusive of Durham County, North Carolina, which has a manager in name but with powers most too restricted to qualify for the title. The plan went into effect in Arlington County on January 1, 1932, and almost immediately received a severe test in the disclosure of $440,000 of shortages and illegal contracts, an inheritance from the old regime. The success with which the new government reorganized the county's finances, improved public services, and regained public confidence perhaps accounts for the prompt advancement of the plan in other Virginia counties. The way had been paved, first by the removal of constitutional barriers in 1928, and then by the enactment in 1932 of a general law permitting any county to adopt by referendum either the county manager plan or a slight variation therefrom called the executive form. Under both plans the county board appoints a full-time executive officer, but under the so-called executive form subordinate administrative officers are appointed by the county board upon the recommendation of the executive, whereas under the manager plan they are appointed directly by the manager. While counties may be more willing to adopt the executive form, the two forms should show little difference in practice.

Already five Virginia counties have waged campaigns for the adoption of one or the other of these plans and elections have been successful in two of them. On May 2, Albemarle County, in which are located Charlottesville and the University of Virginia, adopted the executive form, and on September 19, Henrico County, adjacent to the city of Richmond, adopted the manager plan. Referenda were unsuccessful in Princess Anne, Northampton, and Roanoke counties.

The year also witnessed the inauguration of the county manager plan in two California counties for although San Mateo County had adopted the plan in November, 1932, it did not go into effect until the summer of 1933. The second county is Sacramento, where a county manager charter was approved by the voters on April 27 and ratified by the legislature in July. This charter provides for a relatively short ballot, only the super-

visors, district attorney, sheriff, assessor, and auditor remaining elective. Any elected official who fails to cooperate with the executive is to be considered guilty of misconduct in office. The county executive appoints, with the approval of the board, the coroner, county engineer, license collector, public administrator, county clerk, recorder, surveyor, tax collector, superintendent of schools, treasurer, and constable. The county executive himself is appointed by the board of supervisors and may be removed only by a four-fifths vote of the board.

A county manager charter will be submitted to the voters of Santa Clara County in February, 1934.

Although actual adoptions of the county manager plan have been limited to these two states the way was paved in 1933 for progress in at least three other states. On August 26 the people of Texas ratified a constitutional amendment which permits counties with a population of 62,000 or more to adopt home rule charters. There are thirteen counties with a population sufficient to qualify immediately and three other counties whose population approaches this figure. The amendment also provides that counties with less than 62,000 people may adopt a home rule charter provided the legislature by a two-thirds vote authorizes the county to do so.

Likewise, the voters of Ohio after years of agitation, on November 7 approved an amendment to the state constitution which permits any county to frame and adopt a home rule charter. The question of selecting a charter commission must be submitted to the voters upon the petition of 10 per cent of them. The amendment also permits the legislature to enact optional plans of county government which may be adopted by any county by referendum vote. Even before the adoption of the constitutional amendment one Ohio county had acquired what was virtually a county manager. On January 1, 1933, the commissioners of Lucas County (containing Toledo) created the office of director of finance and purchasing and appointed a former secretary of the Toledo Commission of Publicity and Efficiency to the post.

The third state to adopt enabling legislation was Nebraska. Unhampered by constitutional barriers the Nebraska legislature passed an act under which any county in the state may adopt the manager plan. The law follows in almost every detail the Model County Manager Law drafted by a committee of the National Municipal League in 1930.

An amendment to the state constitution of Oregon, which would have permitted the adoption of the county manager plan in that state was defeated at a special election on July 21. Although the amendment resolution received favorable action in both houses of the legislature, the companion bill which followed closely the League's model died in committee.

A modified manager bill applicable to Jackson County, Missouri, had a similar fate.

Interest in the manager plan for counties is not limited to the states mentioned above. The National Municipal League reports that the plan is being considered in forty counties in sixteen states.

A summary of the year's developments should not fail to mention several important publications. In his *American County Government* Arthur W. Bromage of the University of Michigan reviews and examines the trends in county government, particularly the effort to profit from the experience of the cities with home rule charters and managers. *Principles of a Model County Government,* a production of the county government committee of the National Municipal League but representing particularly the labor of R. C. Atkinson, is another valuable contribution. The year has also produced numerous state studies all of which endorse the manager plan for counties. Among the more comprehensive of these county government studies are those of Alabama, South Carolina, Michigan, and Texas.

The exact status of the county manager will necessarily differ in different states because of differences in state-county relationships. His powers and duties will necessarily differ in the counties of the same state because of wide variations in the size and population of counties. But the counties are beginning to recognize the need for that degree of unity which the managerial form of government provides, and there is no reason why the plan in its application cannot be made flexible enough to meet the peculiar needs of any county.

COUNCIL-MANAGER GOVERNMENT*

By Orin F. Nolting

Assistant Director, International City Managers' Association

SEVEN cities and three counties adopted council-manager government in 1933. In six of these municipalities the manager plan was made effective in 1933; it became effective in Baileyville, Ellsworth, and South Portland, Maine, and in Henrico County, Virginia, early in 1934. Three municipalities which adopted the council-manager plan in 1932 made it effective in 1933: Minot, North Dakota, and San Mateo County and Ventura, California. Council-manager government also

* For data on the city manager profession see "The City Manager Profession and Directory" page 191 this Year Book.

became effective in 1934 in Ashland and Paducah, Kentucky and in Elmira, New York. (Ashland adopted the plan in 1931 and Paducah and Elmira in 1932.)

Of the seven cities which adopted the manager plan in 1933, Asbury Park and Hackensack, New Jersey, had been operating under the commission plan; Baileyville, Ellsworth, and South Portland, Maine, and Wilson, North Carolina, under the mayor-council plan; and Presque Isle, Maine, under the New England selectmen or town meeting plan.

TABLE I

CITIES AND COUNTIES THAT ADOPTED THE PLAN IN 1933

Name	1930 Population
Albemarle County, Virginia	26,981
Asbury Park, New Jersey	14,981
Baileyville, Maine	2,017
Ellsworth, Maine	3,557
Hackensack, New Jersey	24,568
Henrico County, Virginia	30,310
Presque Isle, Maine	4,662
Sacramento County, California	141,999
South Portland, Maine	13,840
Wilson, North Carolina	12,613

Growth of the Plan. The council-manager form of government, first adopted by Staunton, Virginia, in 1908, at the end of 1933 was in effect in 448 cities and counties a complete list of which is found in the directory of the International City Managers' Association (Table X). Of this number, 425 cities and six counties are in the United States, thirteen in Canada, three in Ireland, and one in Puerto Rico. At the end of 1918 there were 105 council-manager cities; by 1923, 269 cities; and by 1928, 361 cities were operating under the council-manager plan. In addition to the 448 cities and counties on the directory at the close of 1933 there are 155 other cities and 36 counties that have some modification of the plan. These cities and counties have officials holding the title of city or county manager or a similar designation but are not included on the directory because the manager has very limited powers. In order for a council-manager city to be approved for the directory the manager must be appointed by an elected council, be responsible to the council for administrative affairs, and have broad appointment and removal powers over administrative officers. San Francisco is the largest city that has a modified form of the manager plan. Its charter, adopted in 1931, provides for a chief administrative officer (appointed by the mayor) who is in charge of eight departments.

Thirty-six states, four Canadian provinces, Ireland, and Puerto Rico

have council-manager cities. Michigan now has forty-three, Texas thirty-nine, Florida thirty-seven, California thirty-four cities and two counties, Virginia thirty-three cities and three counties, and Oklahoma twenty-nine cities on the directory of approved council-manager cities of the International City Managers' Association.

TABLE 2

GROWTH OF COUNCIL-MANAGER PLAN BY YEARS

Year in Effect	Charter	Ordinance	Total	Accumulative Total
1908	1	0	1	
1912	1	2	3	4
1913	7	1	8	12
1914	14	5	19	31
1915	17	4	21	52
1916	12	2	14	66
1917	15		15	81
1918	18	6	24	105
1919	24	3	27	132
1920	22	10	32	164
1921	44	4	48	212
1922	24	4	28	240
1923	26	3	29	269
1924	12	0	12	281
1925	19	4	23	304
1926	14	4	18	322
1927	18	5	23	345
1928	11	5	16	361
1929	18	0	18	379
1930†	15	3	18	397
1931	14	3	17	414
1932†	16	2	18	432
1933†	16	0	16*	448
	378	70	448	

* The plan does not become effective until 1934 in six cities and one county.

† The six county-manager charters included in the table are: Durham County, North Carolina, 1930; Arlington County, Virginia, 1932; Albemarle County, Virginia, and Sacramento and San Mateo County, California, 1933; and Henrico County, Virginia, 1934.

Nearly one in every five cities of over 10,000 population in the United States is now operating under council-manager government. Of the ninety-three cities with over 100,000 inhabitants, seventeen or 18.3 per cent are council-manager cities. In the population group of 50,000 to 100,000, the ratio is slightly more than one in four.

A study of the statutory and constitutional provisions of all states reveals that of the 6,251 cities in the United States with 1,000 or more inhabitants, according to the 1930 federal census, 3,471, or 55 per cent, may adopt the council-manager form of government without securing special charters from the state legislature. Of the cities of over 25,000 population that can adopt the manager plan, one in three have done so. Cities that can adopt the manager plan are found in forty-one states; in

some states only cities within certain population limits may adopt the provisions of the state enabling act, in others practically all cities may draft and adopt their own charters under home rule, and in a few states the cities have a choice between drafting their own charters and adopting the provisions of the state enabling act. There are only seven states which have neither statutory nor constitutional provisions under which cities may adopt the council-manager plan: Idaho, Indiana, Mississippi, Nevada, Pennsylvania, Rhode Island, and Utah. Some of the Pennsylvania boroughs, however, have adopted the manager plan by ordinance. The states in which certain cities, under varying limitations, can adopt the manager plan but have not done so, are: Alabama, Louisiana, Maryland, New Hampshire, Washington, and Wyoming.

Table 3

Percentage of Council-Manager Cities to Total Cities in United States

Population Group	Total No. of Cities in Group	Cities with Council-Manager Plan Number	Per Cent
1,000 to 2,500	3,086	49	1.5
2,500 to 10,000	2,183	182	8.4
10,000 to 25,000	606	107	17.7
25,000 to 50,000	185	37	20
50,000 to 100,000	98	26	26.5
Over 100,000	93	17	18.3
	6,251	418	

If the other cities (45 per cent of all cities over 1,000 population) desire to adopt council-manager government they must either secure permission through legislative action or make the plan effective by ordinance, pending the passage of enabling legislation or home rule.

Table 4

Percentage of Council-Manager Cities to Total Cities in United States that Can Adopt Manager Charters [1]

Population Group	Total No. of Cities in Group	No. Cities That Can Adopt Plan	Cities with Manager Charters Number	Per Cent
1,000 to 2,500	3,086	1,530	36	2.3
2,500 to 10,000	2,183	1,299	149	11.7
10,000 to 25,000	606	385	89	24.4
25,000 to 50,000	185	123	36	29.3
50,000 to 100,000	98	66	26	39.4
Over 100,000	93	68	17	25
	6,251	3,471	353	

[1] Table 4 does not include the 67 cities that operate under council-manager ordinances, the 17 council-manager cities in Canada, Ireland, and Puerto Rico, five cities of less than 1,000 population, and six counties now operating under the manager plan.

Cities Defeating Proposals to Adopt Plan. Referenda on the adoption of the council-manager plan failed in fourteen cities and three counties in 1933, as compared with seven cities and two counties in 1932, fourteen cities in 1931, thirteen in 1930, and twenty-four in 1929. The largest city to reject the plan was Utica, New York (101,740) where the manager plan was adopted in 1931 to become effective on January 1, 1934. The referendum was later declared invalid because of failure properly to advertise the election. A proposal to adopt the plan was again voted upon in June, 1933, and nearly one-half the registered voters did not go to the polls; the result was 13,884 votes against the plan and 10,168 for it. The next largest city, Shreveport, Louisiana (76,665), late in 1933 turned down a proposal to adopt the manager plan and at the same time voted to return to the aldermanic form abandoned in 1910 when the commission plan was adopted.

The other municipalities that defeated proposals to adopt council-manager government were: Beacon (11,933), and Long Beach (5,817), New York; Cliffside (15,267), Fort Lee (8,759), Garfield (29,739), and Westwood (4,861), New Jersey; Miamisburg, Ohio (5,518); Northampton County (18,565), Orange (1,831), Princess Anne County (16,282), and Roanoke County (35,289), Virginia; Parsons, Kansas (14,903); Richmond, Kentucky (6,495); Rockland, Maine (9,075); and Santa Monica, California (37,146).

Cities Voting on Abandoning the Plan. Of the fourteen cities which held referenda during the year on abandoning their council-manager charters, only one attempt succeeded. Sulphur, Oklahoma, a city with a population of 4,242, on April 4 by a three-to-one vote adopted a charter amendment abolishing the office of city manager and conferring the duties of that office upon the mayor. In the other cities the referenda resulted in the retention of the plan. In Oklahoma City (185,389) the council-manager charter adopted in 1927 was retained by a four-to-one vote on February 14 when the voters defeated charter amendments embodying the mayor-council plan and providing for the partisan election of councilmen by wards, a maximum salary of $6,000 for the mayor, and the election of most department heads. Tifton, Georgia (3,390), defeated a proposal to adopt a mayor-council charter enacted by the legislature and at the same time cast a large vote in favor of retaining the council-manager charter adopted in 1921. In Phoenix, Arizona (48,118), the voters on August 4 defeated a proposal to revise the charter so as to abolish the council-manager plan adopted in 1914. At the same election an amendment to the council-manager charter providing that the manager could not be removed by the council without cause was approved by the voters. By a three-to-one vote the people of Goose Creek, Texas (5,208), on December 16 defeated

a proposal to return to the aldermanic plan and also defeated proposals to create a water board, make the tax office elective, and give the city council power to create, abolish, and combine departments. The voters of Albert Lea, Minnesota (10,169), on September 12 by a two-to-one vote defeated twenty-nine proposed amendments to the city charter which, if adopted, would have eliminated the position of city manager and made the mayor the chief administrative officer of the city. Staunton, Virginia (11,990), the first city to adopt the council-manager plan of government, on June 29 by a vote of 853 to 691 rejected the mayor-council plan providing for the election of councilmen elected by wards, a mayor elected at large, and the optional employment of a city manager. The seven other cities which defeated proposals to abandon council-manager government were: Bedford, Ohio (6,814); El Reno, Oklahoma (9,384); Fort Lauderdale, Florida (8,666); Long Beach (142,032) and Pacific Grove (5,558), California; St. Johnsbury, Vermont (7,920); and Stevens Point, Wisconsin (13,623).

By way of comparison with previous years, proposals to abandon council-manager government were voted on in fourteen cities in 1932, thirteen in 1931, and nine in 1930: two cities abandoned the plan in 1932, two in 1931, and one in 1930.

In addition to Sulphur, Oklahoma, the following seventeen cities have abandoned council-manager charters in the past twenty-five years in the same way in which they were adopted, namely, by vote of the people: Fort Myers, St. Cloud, and Tampa, Florida; Santa Barbara, California; Waltham, Massachusetts; Albion, Michigan; Akron, Cleveland, and Lima, Ohio; Collinsville and Lawton, Oklahoma; Brattleboro, Ludlow, and Windsor (village), Vermont; Hot Springs, Arkansas; Denton, Texas; and Brandon, Manitoba.

Changes in Directory. In addition to the ten cities and counties which adopted the plan in 1933, the cities of Crewe, Virginia, and Gainesville, Georgia, which had adopted the plan previously, were placed on the directory of council-manager cities after investigation revealed that these cities operated under the approved manager plan. Four cities were removed from the list of approved council-manager cities because the councils rescinded the ordinances establishing the manager plan. Clawson, Michigan; Conshohocken, Pennsylvania; Wheaton, Illinois; and Roseville, Michigan. In Roseville, where the office of manager was abolished by ordinance, the charter adopted in 1926 stated that "a general manager shall be appointed for two years after the adoption of this charter and thereafter *may* be appointed. . . ." Logan, West Virginia, was removed from the list as the result of a new charter put into effect by action of the state legislature without submitting the change to a vote of the people. West Hartford, Connecticut, was removed from the list because special legislative acts

affecting the charter took away from the town manager practically all his power over administrative affairs.

Court Decisions. The city manager of Oklahoma City removed from office a quarantine officer in the health department and the trial court held the officer had been illegally removed. The supreme court of Oklahoma reversed the decision of the lower court, holding that "the city manager under the special charter of Oklahoma City has full power to discharge or dismiss officers and employees appointed by him; this power is final; no cause need be assigned, except that in the judgment of the manager, the interests of the city require such dismissal." [2]

The adoption of the council-manager plan in Utica, New York, in November, 1931, was held invalid on December 28, 1932, by a supreme court justice on the ground that notices of the referendum published by the city clerk and county clerk were insufficient. [3] The manager plan had been adopted by a majority of 1,664 votes and was to become effective on January 1, 1934. The decision of the court ended with this pertinent remark: "Let the blunders of this venture in political action remind the electorate that success in public affairs is the product of eternal vigilance, that once enlisted in a public enterprise, they must push the attack relentlessly 'till the last trench is carried and the field is won." It will be recalled that the Utica case is quite similar to the situation that prevailed in Indianapolis in 1929, and in Ventura, California, in 1931.

The Kentucky state constitution contains a provision making the maximum compensation of all "public officers," except the governor, $5,000 annually. The city manager of Lexington was paid a higher salary; and an injunction was granted by the trial court on behalf of some taxpayers of that city preventing the payment of that part of the manager's salary above $5,000. The upper court sustained the decision on the ground that the position of city manager is an "office," and therefore comes under the constitutional salary limitation provision making the payment of a salary greater than $5,000 to the manager of Lexington illegal.[4] Thereupon the city commissioners voluntarily agreed to make up from their own salaries the extra $5,000 so that the manager might be paid the full amount.

A petition was filed with the city clerk of Asbury Park, New Jersey, on February 21, 1933, asking that an election be held to permit the voters to decide whether or not they wished to adopt the council-manager government. The petition was signed by 35 per cent more names than legally required but the city clerk refused to call an election, attempting to justify her refusal on the ground of invalidity of certain signatures. The court

[2] *Blinn v. Hasman,* 18 Pac. (2d) 881 (1933).

[3] *Train v. Sisti,* 262 N. Y. 167 (1932).

[4] *Lexington v. Thompson,* 61 S. W. (2d) 1092 (1933).

held the clerk's action to be in error, because of insufficient proof justifying her refusal to call the election.[5]

The city charter of St. Petersburg, Florida, authorized the city manager to make "all purchases for the city in the manner provided by ordinance," but the city council did not enact such an ordinance. A case on this point reached the state supreme court which held that the phrase "in the manner provided by ordinance" meant that unless the council prescribed the manner and method of making purchases, the manager had no authority to make purchases.[6]

Legislation. During the year the Missouri legislature adopted a council-manager enabling act permitting cities of thirty thousand to one hundred thousand population to adopt the council-manager plan. This act applies to Joplin, St. Joseph, and Springfield. The West Virginia legislature repealed the council-manager charter of Logan and enacted a mayor-council charter which was made effective without giving the people of Logan an opportunity to vote upon its adoption. The Georgia legislature provided for a referendum vote on the consolidation of the city of Albany and the county of Dougherty, but the referendum has not yet been held. The Georgia legislature also passed an act providing for the holding of a referendum on abandoning the manager plan in Tifton, and a large majority was cast in favor of retaining it. The Maine legislature enacted council-manager charters for Ellsworth, Baileyville, Presque Isle, South Portland, and Washburn, each of which was subsequently adopted locally by referendum. The council-manager enabling act of North Dakota was slightly amended to provide that the appointment and removal of the city auditor, health officer, city attorney, and city assessor must be confirmed by the city council or city commission. The state legislatures in Colorado, Illinois, Pennsylvania, and Washington considered the adoption of legislation enabling cities to adopt the council-manager plan but the bills either died in committee or failed to receive a majority vote. A bill introduced in the New Jersey legislature which would have made the adoption of the manager plan in cities more difficult was defeated. The North Carolina legislature enacted a council-manager charter for the city of Wilson, which was adopted locally. In Idaho a constitutional amendment, introduced in the state legislature, granting home rule to municipalities, failed to pass; and in New York the proposed extension of home rule for cities failed of passage.

[5] *Coyte v. King*, 168 Atl. 158. 1933.

[6] *Brown v. City of St. Petersburg*, 149 So. 612 (1933).

PART TWO

Form of Government

Boards and Commissions

Directories of City Officials

City Manager Profession and Directory

Financial Statistics

Form of Government in the 310 Cities of Over 30,000 Population*

THE three general types of government reported are: mayor-council, commission, and council-manager. Of the total number of 310 cities, 160,[1] slightly more than one-half, operate under the mayor-council form, eighty-one under the commission plan; and sixty-nine under the council-manager form of government.

TABLE 1

FORM OF GOVERNMENT BY POPULATION GROUPS

Population Group	Total Cities in Group	Number of Cities with		
		Mayor-Council	Commission	Council-Manager
Over 500,000	13	13	—	—
300,000 to 500,000	12	4	5	3
200,000 to 300,000	16	7	6	3
100,000 to 200,000	52	29	12	11
50,000 to 100,000	98	40	32	26
30,000 to 50,000	119	67	26	26
	310	160	81	69
		(52%)	(26%)	(22%)

Type and Method of Electing Councilmen. Of the total number of cities, 179, or almost 60 per cent, conduct their elections on a non-partisan basis (Table 2). These figures indicate that the bulk of the cities conducting their elections upon a partisan basis have the mayor-council form of government.

In exactly one-half of all the cities, councilmen are elected at large; 77 or one-fourth use the ward basis; and the remaining 67 cities use a combination of these two methods. The "at large" method is by far the most popular plan in council-manager and commission-governed cities.

* The data in this study were obtained by questionnaire from city officials in January, 1934. The method of presentation is somewhat similar to a study made in August, 1929, by the Detroit Bureau of Governmental Research (Lent D. Upson, director) and published by the Bureau in February, 1931.

[1] This includes three cities in Massachusetts that have a "limited" town meeting government (Arlington, Brookline, and Watertown), and fourteen other cities which have bicameral legislative bodies: Brockton, Everett, Holyoke, Malden, New Bedford, Springfield, Worcester, and Newton, Massachusetts; Pawtucket, Providence, and Woonsocket, Rhode Island; Atlanta, Georgia; New Britain, Connecticut; and Richmond, Virginia. The average number of aldermen in these cities is eight and the average number of councilmen is twenty-one. In 1903, about one-third of all cities of over twenty-five thousand population had bicameral councils; in 1917, twenty-four cities had bicameral legislative bodies; and in 1929, fourteen cities had this type of council.

Size of Council. The ten-member council is the average for all of the cities. The average is fifteen councilmen for the cities under the mayor-council form; seven for those under the council-manager plan; and five for the commission-governed cities. The most representative number is nine for mayor-council cities, and five for the cities having the other two forms of government. The range is 4 to 71 in mayor-council cities; 3 to 16 in council-manager cities; and 3 to 10 for those operating under the commission form (Table 3). In the mayor-council city, the average council is three times larger than that of the commission-governed city, and twice as large as the average for the cities under the council-manager plan.

TABLE 2

TYPE AND METHOD OF ELECTING COUNCILMEN

	Mayor-Council		Commission		Council-Manager	
	Number of Cities	Per Cent	Number of Cities	Per Cent	Number of Cities	Per Cent
Type of Election:						
Partisan	95	61%	19	24%	10	15%
Non-Partisan	60	39%	60	76%	59	85%
Total	155		79		69	
Method of Election:						
At Large	24	16%	77	97%	54	82%
By Wards	70	45%	2	3%	5	8%
Combination of Wards and At Large	60	39%			7	10%
Total	154		79		66	

Length of Council Term. Two and four years are the most prevalent terms for which councilmen are elected. Of all the cities, 141 elect their councilmen for two-year terms; 124 for four-year terms, and the remainder for one-, three-, five-, and six-year terms. The ratio is two-to-one in favor of the two-year term in mayor-council cities; about even as between the two- and four-year terms in council-manager cities; and over three times as many commission-governed cities use the four-year term as use the two-year period.

Overlapping Terms. One hundred and thirty, or 42 per cent of the 310 cities, provide for overlapping terms for councilmen. Provision for overlapping terms of office is the practice in about one-third of the mayor-council cities, in about two-thirds of those under the council-manager plan, and in three-eighths of the commission-governed cities.

Salary of Councilmen. The average salary per councilman is $1,440. This figure is very much overweighted by the $3,250 salary average for the commissioners in commission-governed cities as compared with the $850 average for councilmen in mayor-council cities, and the $650 average for the cities under the council-manager plan. The most representative

salary is $500 for the mayor-council cities; $600 for the council-manager cities; and $3,000 for the commission-governed cities. The range is from nothing to $8,000 in the case of the mayor-council cities; from nothing to $5,000 for the council-manager cities; and in cities of the commission type the range is from $300 to $9,000.

TABLE 3

COMPARATIVE NUMBER OF COUNCILMEN BY POPULATION GROUPS AND TYPE OF GOVERNMENT

Population Group	Mayor-Council			Commission			Council-Manager		
	Range	Mode	Ave.	Range	Mode	Ave.	Range	Mode	Ave.
Over 500,000	9–71	–	25	–	–	–	–	–	–
300,000 to 500,000	9–26	9	14	5	5	4	9	9	9
200,000 to 300,000	7–52	–	23	3–7	5	5	5–9	9	8
100,000 to 200,000	4–41	12	18	4–5	5	5	5–11	5 & 9	6
50,000 to 100,000	4–30	–	15	3–5	–	4	5–14	–	6
30,000 to 50,000	4–32	9	11	3–10	–	4	3–16	5	6
	4–71	9	15	3–10	5	5	3–16	5	7

Term of Office and Salary of Mayor. In 146 cities the mayor is elected for a two-year term and in 130 other cities for a four-year term. The four-year term is the practice in one-third of the mayor-council cities; in one-third of the manager cities; and in three-fourths of the commission-governed cities. The two-year term is most popular in the mayor-council cities; the ratio is two-to-one in favor of the two-year period in the cities under the council-manager plan; but four-to-one in favor of the four-year term in the commission-governed cities.

The average salary of the mayor, for all cities, is $3,900. The average for mayor-council cities is $5,050; for council-manager, $1,060; and for commission-governed cities, $4,135. The range in salaries is from $300 to $25,000 in mayor-council cities; nothing to $6,350 in council-manager cities; and from $1,500 to $12,000 in the cities operating under the commission form.

ANALYSIS BY FORM OF GOVERNMENT

Mayor-Council Type. The mayor-council type is usually divided into the strong-mayor and weak-mayor forms, depending upon the powers delegated to the mayor, but it was impossible to make that distinction in this study. Including the fourteen bicameral and the three town-meeting cities as having mayor-council government, 52 per cent of all cities of over 30,000 population operate under the mayor-council plan. Sixty cities, or about four out of ten, conduct their councilmanic elections upon a non-partisan basis, leaving ninety-five, or six out of ten, which operate their electoral systems upon a partisan basis. The average number of council-

men in mayor-council cities is fifteen, with nine as the most frequent number of councilmen per city, the range being from the low of four to a high of seventy-one in New York City. Of the total mayor-council cities, eighteen have nine councilmen each, twelve have twelve each, eight have eleven each, eleven have seven each, ten have fourteen each, nine have five each, and nine have fifteen councilmen each. The number of councilmen in mayor-council cities indicates a trend toward an increase in the average number of councilmen with an increase in population. The average number of councilmen in cities of over 500,000 population is more than twice the number in cities in the population group 30,000 to 50,000.

TABLE 4

ANNUAL SALARIES OF MAYORS AND COUNCILMEN IN MAYOR-COUNCIL CITIES

Population Group	Mayor		Council	
	Range	Average	Range	Average
Over 500,000	$10,000–$25,000	$14,561	$1,700–$8,000	$3,729
300,000 to 500,000	5,000– 7,500	6,025	600–3,000	1,650
200,000 to 300,000	6,000– 8,100	6,657	600–1,200	953
100,000 to 200,000	3,150– 10,000	6,144	0–2,700	767
50,000 to 100,000	1,620– 8,400	4,334	0–3,600	782
30,000 to 50,000	300– 5,000	2,769	0–2,500	386

Seventy mayor-council cities, or 45 per cent, elect their councilmen on a ward basis; sixty cities by a combination of wards and at large; and the remaining twenty-four on an at large basis. The ward as a basis for electing councilmen is most popular in larger cities; the at large and combination basis are most frequently used in the smaller cities.

With respect to the term of office for councilmen in the 141 cities reporting this information in mayor-council cities, the two-year term is prevalent in ninety-five cities; the four-year term in forty-one; the three-year term in four cities; and one city elects its councilmen annually. The data reveal that the two-year term is by far the most frequent in cities of 30,000 to 300,000 population. The cities of over 500,000 are about equally divided as between the two- and four-year terms of office.

One-third of the mayor-council cities provide overlapping terms of office for councilmen; as the size of the city increases the number of cities with overlapping terms of office decreases. The average salary for councilmen in mayor-council cities is $850, the most frequent being $500. The salary range is from nothing to $8,000. Of the 156 mayor-council cities reporting, twenty do not pay the councilmen; eighteen pay $500; ten pay $150; another ten pay $300, while another ten pay $600 each. Five cities pay $250; another five pay $1,200; and a like number, $2,500 (Table 4).

The term of office of mayor in two-thirds of all the mayor-council

cities is two years; while the remainder have a four-year term. Three cities have a three-year term and two cities a one-year term for mayor. The average salary of the mayor is $5,050 and the salary range is from $300 to $25,000.

Commission Type. Eighty-one, or 26 per cent, of all cities over 30,000 operate under the commission plan, as compared to 29 per cent in 1929 and 36 per cent in 1917. All except five of these cities have a population of less than 300,000. Three out of every four cities operating under this form of government conduct their elections upon a non-partisan basis. The average size of the commission is four; the most representative number is five; while the range is from three to ten. The average term of office as well as the most frequent period is four years. In seventy-seven cities the commissioners are elected at large, while two use the ward system. Thirty-two of the eighty-one cities have overlapping terms for commissioners. The average salary per commissioner is $3,250; the most representative figure, $3,000, while the range is from $300 to $9,000 (Table 5).

Fifty-seven cities have four-year terms for the mayor, and in nineteen others the term is two years. The average salary of the mayor is $4,135; the most frequent amount paid is $5,000, and the range is from $1,500 to $8,000.

TABLE 5

ANNUAL SALARIES OF MAYORS AND COUNCILMEN IN COMMISSION CITIES

Population Group	Mayor			Council		
	Range	Mode	Average	Range	Mode	Average
Over 500,000	None					
300,000 to 500,000	$6,000–$9,000		$6,300	$5,000–$9,000	$7,500	$6,900
200,000 to 300,000	5,000– 8,000	$5,000	5,958	3,600– 5,000	4,500	4,365
100,000 to 200,000	3,150– 7,500	5,250	4,854	450– 5,000	3,600	2,988
50,000 to 100,000	2,000– 7,000	3,500	4,157	720– 7,000	3,000	3,300
30,000 to 50,000	1,500–12,000	2,500	2,649	300– 4,800	2,000	2,323

Council-Manager Type. Sixty-nine cities, or 22 per cent of the total, operate under council-manager government. In the seventeen council-manager cities over 100,000 population, the most representative number of councilmen is nine; in those under 100,000, five. The average number of councilmen for all council-manager cities is seven, and the mode or most frequent number for all cities is five. The partisan method of electing councilmen is used in but ten council-manager cities, 15 per cent of the total. Four out of five council-manager cities elect all councilmen at large; seven, or ten per cent, elect part of the council at large and part by wards; and five cities elect all the councilmen by wards. Twenty-nine cities provide two-year terms for councilmen; twenty-eight cities have a four-year term; five cities a three-year term; two cities have five-year terms, and two

have six-year terms for councilmen. In forty-four cities, almost 65 per cent, the terms of councilmen overlap. The average salary for councilmen in the council-manager cities is $350; the most frequent salary is $600; and the range is from nothing to $5,000. Four cities pay only $1 per year or a small fee per meeting, and nine other cities do not pay any salary to councilmen (Table 6).

Table 6

Annual Salaries of Mayors and Councilmen in Council-Manager Cities

Population Group	Mayor		Council	
	Range	Average	Range	Average
Over 500,000 None				
300,000 to 500,000	$5,000–$6,350	$5,783	$1,350–$5,000	$2,917
200,000 to 300,000	1,040– 2,640	1,740	1,026– 1,440	1,169
100,000 to 200,000	360– 5,000	1,355	360– 1,800	755
50,000 to 100,000	0– 4,800	862	0– 2,700	486
30,000 to 50,000	0– 1,800	582	0– 1,500	459

The mayor in council-manager cities is always a member of the council and generally is selected by the council from its own membership. His salary and term of office are often the same as that of the councilmen. Thirty-two, or nearly one-half, of the council-manager cities over 30,000 population have a two-year term for mayor, and in twenty-one cities, or one-third of the total, the term is four years. The average salary of the mayor in all council-manager cities is $1,060.

TABLE I

FORM OF GOVERNMENT IN THE 310 CITIES OF OVER 30,000 POPULATION

This table includes all cities in the United States of over 30,000 population according to the 1930 federal census. Cities are arranged alphabetically within population groups. Under "Type of Government" mayor-council cities are indicated by "MC"; council-manager cities by "Mgr"; and commission cities by "Com." The type of election for councilmen, partisan "P," or non-partisan "NP," is shown in column four. An asterisk (*) refers to notes, at the end of this table, explaining special conditions which do not respond to tabular treatment; † after salaries indicates the amount is per meeting; other salaries are on an annual basis. In the council-manager and commission-governed cities the number of members of the council, shown in column five, includes the mayor. In the mayor-council cities the mayor is an additional officer. These data were reported in January, 1934.

City	Population 1930 (000 omitted)	Type of Government	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
Over 500,000										
Baltimore, Md.	805	MC	P	18	1	4	No	$2,500*	4	$12,000
Boston, Mass.	781	MC	NP	22	....	2	No	1,700	4	17,000
Buffalo, N. Y.	573	MC	P	9	5	*	*	2,500	4	12,000
Chicago, Ill.	3,376	MC	NP	50	....	2	No	5,576	4	18,000
Cleveland, Ohio	900	MC	NP	33	....	2	No	1,800	2	15,000
Detroit, Mich.	1,569	MC	NP	....	9	2	No	5,000	2	15,000
Los Angeles, Calif.	1,238	MC	NP	15	....	2	No	4,800	4	10,000
Milwaukee, Wis.	578	MC	NP	27	....	4	No	2,400	4	12,300
New York, N. Y.	6,930	MC	P	65*	6	2	No	5,000	4	25,000
Philadelphia, Pa.	1,951	MC	NP	22	....	4	No	5,000	4	18,000
Pittsburgh, Pa.	670	MC	P	....	9	4	Yes	8,000	4	15,000
St. Louis, Mo.	822	MC	P	....	29*	4	Yes	1,800	4	10,000
San Francisco, Calif.	634	MC	NP	....	11	4	Yes	2,400	4	10,000
300,000 to 500,000										
Cincinnati, Ohio	451	Mgr	NP	....	9	2	No	5,000	2	6,000
Indianapolis, Ind.	364	MC	P	9	....	4	No	600	4	5,600
Jersey City, N. J.	317	Com	P	....	5	4	No	7,500	4	8,000
Kansas City, Mo.	400	Mgr	NP	4	5	4	No	2,400	4	5,000
Louisville, Ky.	308	MC	P	....	12*	2	No	1,200	4	5,000
Minneapolis, Minn.	464	MC	NP	26	....	4	Yes	1,800	2	6,000
Newark, N. J.	442	Com	NP	....	5	4	No	7,500	4	8,500
New Orleans, La.	459	Com	NP	....	5	4	No	5,400	4	9,000
Portland, Ore.	302	Com	NP	....	5	4	Yes	5,000	4	6,000
Rochester, N. Y.	328	Mgr	P	4	5	4	Yes	1,350	2	6,350
Seattle, Wash.	366	MC	NP	....	9	3	Yes	3,000	2	7,500
Washington, D. C.	487	Com*	....	....	....	3	No	9,000	4	....
200,000 to 300,000										
Akron, Ohio	255	MC	NP	10	3	2	No	1,000	2	7,000
Atlanta, Ga.	270	MC	NP	26	13	3*	No	600	4	6,000
Birmingham, Ala.	260	Com	NP	....	3	4	No	4,590	4	5,250
Columbus, Ohio	291	MC	NP	....	7	4	Yes	1,000	4	6,000
Dallas, Tex.	260	Mgr	NP	....	9	2	No	1,040	2	1,040
Dayton, Ohio	201	Mgr	NP	....	5	4	Yes	1,026	4	1,539
Denver, Colo.	288	MC	NP	9	....	2	No	1,200	4	6,000
Houston, Tex.	292	Com	P	....	4	2	Yes	3,600	2	7,500
Memphis, Tenn.	253	Com	NP	....	5	4	No	5,000	4	8,000
Oakland, Calif.	284	Mgr	NP	....	9	4	Yes	1,440	2	2,640
Omaha, Neb.	214	Com	NP	....	7	3	No	4,500	3	5,000
Providence, R. I.	253	MC	P	52*	....	2	No	*	2	8,100

TABLE I.—FORM OF GOVERNMENT IN CITIES OVER 30,000—Continued

City	Population 1930 (000 omitted)	Type of Government	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
St. Paul, Minn.	272	Com	NP	....	6	2	No	$4,500	2	$5,000
San Antonio, Tex.	232	Com	NP	....	5	2	No	4,000	2	5,000
Syracuse, N. Y.	209	MC	P	19	....	2	No	1,200	2	6,000
Toledo, Ohio	291	MC	NP	21	....	2	No	720	2	7,500
100,000 to 200,000										
Albany, N. Y.	127	MC	P	19	....	4	No	750	4	6,500
Bridgeport, Conn.	148	MC	P	28	....	2	Yes	None	2	7,500
Cambridge, Mass.	114	MC	NP	11	4	2	No	500	2	7,500
Camden, N. J.	119	Com	NP	....	5	4	No	4,500	4	5,250
Canton, Ohio	105	MC	P	11	3	2	Yes	450	2	5,000
Chattanooga, Tenn.	120	Com	NP	....	5	4	Yes	4,000	4	7,500
Des Moines, Iowa	143	Com	NP	....	5	2	No	2,750	2	3,150
Duluth, Minn.	101	Com	NP	....	5	4	Yes	3,750	4	3,750
Elizabeth, N. J.	115	MC	P	12	....	2	No	1	2	6,500
El Paso, Tex.	102	MC	P	....	4	2	No	1,944	2	3,888
Erie, Pa.	116	Com	P	....	5	4	Yes	4,500	4	5,250
Evansville, Ind.	102	MC	P	8	4	4	No	500	4	5,200
Fall River, Mass.	115	Mgr	NP	....	5	2	No	400	2	1,600
Flint, Mich.	156	Mgr	NP	9	....	3	Yes	520	2	520
Fort Wayne, Ind.	115	MC	P	11	5	4	No	900	4	6,500
Fort Worth, Tex.	163	Mgr	NP	....	9	2	No	520	2	520
Gary, Ind.	100	MC	P	10	5	4	No	500	4	5,200
Grand Rapids, Mich.	169	Mgr	NP	6	1	2	Yes	1,200	2	1,500
Hartford, Conn.	164	MC	P	15	5	2	No	None	2	7,500
Jacksonville, Fla.	130	MC	P	18	5	2	No	480	4	5,000
Kansas City, Kans.	122	Com	NP	....	4	4	No	3,000	4	4,500
Knoxville, Tenn.	106	Mgr	NP	6	5	2	No	600	2	600
Long Beach, Calif.	142	Mgr	NP	....	9	3	No	600	3	600
Lowell, Mass.	100	MC	P	11	4	2	No	500	2	5,000
Lynn, Mass.	102	MC	NP	7	4	2	No	500	2	5,000
Miami, Fla.	111	Mgr	NP	....	5	2	Yes	1,800	....	1,800*
Nashville, Tenn.	154	MC	P	27	....	4	No	20†	4	10,000
New Bedford, Mass.	113	MC	NP	24*	6*	2	No	*	2	6,075
New Haven, Conn.	163	MC	P	33	....	2	No	None	2	6,375
Norfolk, Va.	130	Mgr	NP	....	5	4	Yes	950	....	1,417
Oklahoma City, Okla.	185	Mgr	NP	....	9*	4	Yes	600	4	1,000
Paterson, N. J.	139	MC	P	11	....	2	Yes	400	2	3,150
Peoria, Ill.	105	MC	P	20	....	2	Yes	9†	2	5,000
Reading, Pa.	111	Com	P	....	5	4	Yes	4,200	4	4,800
Richmond, Va.	183	MC	P	32*	....	*	*	None	4	7,000
Salt Lake City, Utah	140	Com	NP	....	5	4	Yes	3,600	4	4,200
San Diego, Calif.	148	Mgr	NP	....	7*	4	Yes	600	4	5,000
Scranton, Pa.	143	MC	P	....	5	4	Yes	2,700	4	4,950
Somerville, Mass.	104	MC	NP	14	7	2	No	300	2	7,000
South Bend, Ind.	104	MC	NP	8	4	4	No	500	4	4,160
Spokane, Wash.	116	Com	NP	....	5	4	Yes	3,600	4	3,600
Springfield, Mass.	150	MC	P	18*	8*	2	No	None	2	8,000
Tacoma, Wash.	107	Com	NP	....	5	4	Yes	4,800	4	5,000
Tampa, Fla.	101	MC	NP	12	....	4	Yes	600*	4	5,000
Trenton, N. J.	123	Com	NP	....	5	4	No	450	4	5,250
Tulsa, Okla.	141	Com	P	....	5	2	No	3,600	2	6,000
Utica, N. Y.	102	MC	P	17	....	2	No	675	2	5,135
Waterbury, Conn.	100	MC	P	....	15	2	No	None*	2	7,500
Wichita, Kans.	111	Mgr	NP	....	5	4	Yes	360	1	360
Wilmington, Del.	107	MC	P	12	1	2	No	750*	2	4,000
Worcester, Mass.	195	MC	P	40	1	2	No	None	2	7,500
Yonkers, N. Y.	135	MC	P	12	....	2	No	2,200	2	10,000
Youngstown, Ohio	170	MC	NP	7	....	2	No	600*	4	7,200
50,000 to 100,000										
Allentown, Pa.	93	Com	P	....	5	4	Yes	4,500	4	5,250
Altoona, Pa.	82	Com	P	....	4	4	Yes	4,500	4	5,250

TABLE I.—FORM OF GOVERNMENT IN CITIES OVER 30,000—Continued

City	Population 1930 (000 omitted)	Type of Government	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
50,000 to 100,000—continued										
Asheville, N. C.	50	Mgr	NP	....	9	2	No	$ 240	2	$ 600
Atlantic City, N. J.	66	Com	NP	....	5	4	No	4,000	4	5,000
Augusta, Ga.	60	MC	P	14	....	3	No	300*	3	5,000
Austin, Tex.	53	Mgr	NP	....	5	2	No	None	2	None
Bayonne, N. J.	89	Com	....	....	5	4	No	3,000	4	3,750
Beaumont, Tex.	58	Mgr	NP	15	....	2	Yes	None	2	300*
Berkeley, Calif.	82	Mgr	NP	....	9	4	Yes	260	4	520
Bethlehem, Pa.	58	MC	P	....	4	4	No	3,000	4	4,165
Binghamton, N. Y.	77	Mgr	P	....	7	4	Yes	1,000	4	1,000
Brockton, Mass.	64	MC	P	28*	....	2	No	None	2	4,250
Cedar Rapids, Iowa	56	Com	NP	....	5	2	No	2,250	2	2,500
Charleston, S. C.	62	MC	P	12	12	4	No	None	4	3,600
Charleston, W. Va.	60	MC	P	17	5	4	No	100	4	5,000
Charlotte, N. C.	83	Mgr	NP	....	5	2	No	200	2	700
Chester, Pa.	59	Com	P	....	4	4	Yes	3,150	4	3,600
Cicero, Ill.	67	MC	P	7	....	4	Yes	1,720	4	2,000
Cleveland Hghts, Ohio	51	Mgr	NP	....	7	4	Yes	480	2	4,800
Columbia, S. C.	52	Com	NP	....	5	4	No	2,000	4	4,000
Covington, Ky.	65	Mgr	NP	....	5	2	No	1,500	4	1,800
Davenport, Iowa	61	MC	P	6	2	2	No	600	2	2,500
Dearborn, Mich.	50	MC	NP	....	7	2	No	3,000	2	4,000
Decatur, Ill.	58	Com	NP	....	5	4	No	3,500	4	4,000
Durham, N. C.	52	Mgr	NP	12	....	4	Yes	225	2	900
East Chicago, Ind.	55	MC	P	6	3	4	No	400	4	4,000
East Orange, N. J.	68	MC	P	10	....	2	Yes	1,000	2	6,500
East St. Louis, Ill.	74	Com	NP	....	5	4	No	3,600	4	4,050
Evanston, Ill.	63	MC	NP	16	....	2	No	10†	2	6,000
Fresno, Calif.	53	Com	NP	....	5	4	Yes	*	4	6,000
Galveston, Tex.	53	Com	P	....	4	2	No	1,800	2	2,250
Glendale, Calif.	63	Mgr	NP	....	5	4	Yes	60	4	60
Greensboro, N. C.	54	Mgr	NP	....	7	2	No	180	2	1,080
Hamilton, Ohio	52	Mgr	NP	....	7	2	No	300	2	500
Hammond, Ind.	65	MC	P	13	5	4	No	500	4	4,400
Hamtramck, Mich.	56	MC	NP	....	5	2	No	3,500	2	5,000
Harrisburg, Pa.	80	Com	P	....	5	4	Yes	4,500	4	5,250
Highland Pk., Mich.	59	Com	NP	....	4	2	Yes	1,000	2	2,000
Hoboken, N. J.	59	Com	NP	....	5	4	No	4,500	4	5,000
Holyoke, Mass.	57	MC	NP	7*	14*	*	*	None	1	5,200
Huntington, W. Va.	76	Com	P	....	3	3	No	5,000	3	6,000
Irvington, N. J.	57	Com	NP	....	5	4	No	2,250	4	2,750
Jackson, Mich.	55	Mgr	NP	....	9	2	No	500	2	750
Johnstown, Pa.	67	Com	P	....	5	4	Yes	3,000	4	3,500
Kalamazoo, Mich.	55	Mgr	NP	....	7	2	No	360	2	500
Kenosha, Wis.	50	Mgr	NP	....	7	2	Yes	200	*	....
Lakewood, Ohio	71	MC	NP	4	3	4	No	600	4	6,000
Lancaster, Pa.	60	MC	P	....	5	4	No	3,600	4	4,500
Lansing, Mich.	78	MC	NP	16	....	2	Yes	400	2	3,600
Lawrence, Mass.	85	Com	NP	....	5	2	Yes	2,500	2	3,500
Lincoln, Neb.	76	Com	NP	....	4	2	No	2,000	2	2,500
Little Rock, Ark.	82	MC	P	18	....	2	Yes	35	2	4,500
McKeesport, Pa.	55	Com	P	5	....	4	Yes	3,000	4	3,500
Macon, Ga.	54	MC	NP	12	....	2	No	540	2	3,000
Madison, Wis.	58	MC	NP	20	....	2	Yes	300	2	4,800
Malden, Mass.	58	MC	NP	28	....	2	No	None	2	3,500
Manchester, N. H.	77	MC	P	13	....	2	No	200	2	3,600
Medford, Mass.	60	MC	NP	14*	7*	2	Yes	270	2	4,500
Mobile, Ala.	68	Com	NP	....	3	6	No	7,000	1	7,000
Montgomery, Ala.	66	Com	P	....	3	4	No	5,500	4	6,000
Mt. Vernon, N. Y.	61	MC	P	....	5	4	Yes	1,275	4	5,100
New Britain, Conn.	68	MC	P	30	....	2	Yes	None	2	2,187

TABLE I.—FORM OF GOVERNMENT IN CITIES OVER 30,000—Continued

City	Population 1930 (000 omitted)	Type of Government	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
50,000 to 100,000—continued										
New Rochelle, N. Y.	54	Mgr	P	....	5	4	Yes	$2,000	4	$3,000
Newton, Mass.	65	MC	NP	7*	14*	*	Yes	None	2	3,000
Niagara Falls, N. Y.	75	Mgr	P	....	5	4	Yes	2,700	4	3,600
Oak Park, Ill.	64	*	NP	....	7	2	Yes	3†	2	2,000
Pasadena, Calif.	76	Mgr	NP	....	7*	4	Yes	10†	None	None
Passaic, N. J.	63	Com	NP	....	5	4	No	2,430	4	2,885
Pawtucket, R. I.	77	MC	P	24*	....	2	No	*	2	2,000
Pontiac, Mich.	65	Mgr	NP	....	7	3	Yes	5†	1	5†
Port Arthur, Tex.	51	Mgr	NP	....	7	2	Yes	None	....	None
Portland, Me.	71	Mgr	NP	....	5	5	Yes	500	*	....
Pueblo, Colo.	50	Com	NP	....	3	4	Yes	2,700	4	2,700
Quincy, Mass.	72	MC	NP	6	3	2	Yes	500	2	5,000
Racine, Wis.	68	MC	NP	15	....	2	Yes	600	2	3,000
Roanoke, Va.	69	Mgr	P	....	5	4	Yes	720	4	900
Rockford, Ill.	86	MC	NP	16	....	2	Yes	397	2	3,300
Sacramento, Calif.	94	Mgr	NP	....	9	2	No	300	2	900
Saginaw, Mich.	81	Com	NP	....	5	4	Yes	3,000	4	3,500
St. Joseph, Mo.	81	MC	P	....	5	4	Yes	300	2	3,600
San Jose, Calif.	58	Mgr	NP	....	7	6	Yes	5†	6	5†
Savannah, Ga.	85	MC	NP	....	12	2	No	240	2	4,000
Schenectady, N. Y.	96	MC	P	14	1*	2	No	750*	2	6,500
Shreveport, La.	77	Com	P	....	5	4	No	5,000	4	6,000
Sioux City, Iowa	79	Com	NP	....	4	2	No	2,700	2	3,150
Springfield, Ill.	72	Com	NP	....	4	4	No	3,600	4	4,050
Springfield, Mo.	58	Com	NP	....	5	4	Yes	3,000	4	3,600
Springfield, Ohio	69	Mgr	NP	....	5	4	No	500	4	500
Terre Haute, Ind.	63	MC	P	....	9	4	No	500	4	4,800
Topeka, Kans.	64	Com	NP	....	4	2	No	2,400	2	2,880
Troy, N. Y.	73	MC	P	17	....	2	No	500	2	5,500
Union City, N. J.	59	Com	P	....	5	4	No	3,000	4	3,500
Waco, Tex.	53	Mgr	NP	....	5	2	Yes	None	2	None
Waterbury, Conn.	99	MC	P	....	15	2	No	None*	2	7,500
Wheeling, W. Va.	62	MC	P	12	....	2	No	10†	2	6,000
Wilkes-Barre, Pa.	87	Com	NP	....	5	4	Yes	4,500	4	5,000
Winston-Salem, N. C.	75	MC	NP	8*	....	2	No	None	2	1,620
York, Pa.	55	MC	P	....	4	4	Yes	2,500	4	3,500
30,000 to 50,000										
Alameda, Calif.	35	Mgr	NP	....	5	4	Yes	None	1	600
Alton, Ill.	30	MC	NP	14	....	2	Yes	216	2	2,500
Amarillo, Tex.	43	Mgr	NP	....	3	2	No	520	2	520
Amsterdam, N. Y.	35	MC	P	8	....	2	No	437	2	2,185
Anderson, Ind.	40	MC	P	3	2	4	No	200	4	4,000
Arlington, Mass.	36	*	NP	....	3	3	Yes	600	....	800
Auburn, N. Y.	37	Mgr	NP	....	5	4	Yes	750	4	750
Aurora, Ill.	47	Com	NP	....	5	4	No	3,500	....	4,000
Baton Rouge, La.	31	Com	P	....	3	4	No	....	4	....
Battle Creek, Mich.	44	Com	NP	....	5	2	Yes	300	2	500
Bay City, Mich.	47	Mgr	NP	9	....	2	No	300	2	550
Bellingham, Wash.	31	MC	P	6	1	2	Yes	300	2	2,400
Berwyn, Ill.	47	MC	P	14	....	2	Yes	600	2	2,500
Bloomfield, N. J.	38	MC	P	6	1	2	Yes	300	2	300
Bloomington, Ill.	31	MC	P	14	....	2	Yes	410	2	2,700
Brookline, Mass.	47	*	....	....	5	....	....	1,500	....	2,000
Butte, Mont.	40	MC	P	16	....	2	Yes	360	2	4,000
Chelsea, Mass.	46	MC	NP	5	4	2	No	500	2	3,500
Chicopee, Mass.	44	MC	NP	7	10	*	*	None	2	2,500
Clifton, N. J.	47	MC	P	10	....	2	Yes	600	4	2,400
Colorado Springs, Colo.	33	Mgr	NP	....	9	6	Yes	None	2	None
Columbus, Ga.	43	Mgr	NP	....	5	5	Yes	1,200	1	1,200

TABLE I.—FORM OF GOVERNMENT IN CITIES OVER 30,000—Continued

City	Population 1930 (000 omitted)	Type of Government	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
30,000 to 50,000—continued										
Council Bluffs, Ia.	42	MC	P	6	2	2	No	$ 250	2	$2,400
Cranston, R. I.	43	MC	P	20	....	2	No	250	2	3,150
Cumberland, Md.	38	Com	NP	....	5	2	No	1,200	2	1,500
Danville, Ill.	37	Com	NP	....	5	4	No	2,400	4	2,820
Dubuque, Iowa	42	Mgr	NP	....	5	3	Yes	None	1	None
E. Cleveland, Ohio	40	Mgr	NP	....	5	4	No	100	4	150
Easton, Pa.	34	MC	P	....	4	4	Yes	2,500	4	3,000
Elgin, Ill.	36	Com	NP	....	5	4	No	3,000	4	3,500
Elkhart, Ind.	33	MC	P	6	3	4	No	150	4	2,000
Elmira, N. Y.	47	Mgr	P	....	5	*	Yes	750	4	750
Everett, Mass.	48	MC	NP	18*	7*	2	No	200*	2	3,000
Everett, Wash.	30	Com	NP	....	3	4	No	2,000	4	2,000
Fitchburg, Mass.	41	MC	NP	6	5	2	No	400	2	3,000
Fort Smith, Ark.	31	Com	NP	....	3	4	Yes	2,172	4	2,412
Green Bay, Wis.	37	MC	NP	21	....	2	No	420	2	3,000
Hagerstown, Md.	31	MC	P	5	....	4	No	600	4	1,620
Haverhill, Mass.	49	Com	NP	....	4	2	Yes	1,800	2	2,500
Hazelton, Pa.	37	MC	P	4	....	4	Yes	1,200	4	1,800
High Point, N. C.	37	Mgr	P	8	....	2	No	2†	2	2†
Jackson, Miss.	48	Com	NP	....	3	4	No	4,800	4	5,000
Jamestown, N. Y.	45	MC	NP	6	6	2	No	300	2	3,500
Joliet, Ill.	43	Com	NP	....	5	4	No	3,500	4	4,000
Joplin, Mo.	33	Com	NP	....	5	4	No	1,800	4	2,400
Kearny, N. J.	41	MC	P	8	....	2	Yes	500	2	2,700
Kokomo, Ind.	33	MC	P	7	3	4	No	150	4	2,000
La Crosse, Wis.	40	MC	NP	21	....	2	Yes	270	2	3,160
Laredo, Tex.	33	MC	....	....	....	2	No	180	2	3,000
Lewiston, Me.	35	MC	P	7	....	1	No	None	1	2,200
Lexington, Ky.	46	Mgr	NP	....	5	2	No	1,500	4	1,800
Lima, Ohio	42	MC	NP	6	1	2	No	*	2	3,600
Lorain, Ohio	45	MC	P	7	3	2	No	150	2	3,000
Lynchburg, Va.	41	Mgr	NP	....	7	4	Yes	500	4	750
Mansfield, Ohio	34	MC	P	6	3	2	No	250	2	4,000
Marion, Ohio	31	MC	P	6	3	2	No	150	2	2,400
Meriden, Conn.	38	MC	P	20	....	2	Yes	None	2	2,000
Meridian, Miss.	32	Com	NP	....	3	4	No	4,200	4	4,200
Moline, Ill.	32	MC	P	14	....	2	Yes	5†	2	2,500
Montclair, N. J.	42	Com	NP	....	5	4	No	2,000	4	2,500
Muncie, Ind.	47	MC	P	9	4	4	No	250	4	3,400
Muskegon, Mich.	41	Mgr	NP	....	7	4	Yes	360	2	500
Muskogee, Okla.	32	Mgr	NP	....	16*	4	Yes	None	2	None
Nashua, N. H.	31	MC	NP	9	6	*	Yes	None	2	2,000
Newark, Ohio	31	MC	P	6	3	2	No	150	2	2,100
New Brunswick, N. J.	35	Com	NP	....	5	4	No	2,200	4	2,750
Newburgh, N. Y.	31	Mgr	P	....	5	4	Yes	750	4	750
New Castle, Pa.	49	MC	P	....	4	4	Yes	2,500	4	3,000
Newport News, Va.	34	Mgr	NP	....	5	4	Yes	1,200	2	1,500
Norristown, Pa.	36	MC	P	12	....	4	Yes	None	4	1,200
Norwalk, Conn.	36	MC	P	9	....	2	No	263*	2	2,002
Norwood, Ohio	33	MC	P	6	3	2	No	150	2	3,500
Ogden, Utah	40	Com	NP	....	3	4	Yes	3,600	2	4,200
Orange, N. J.	35	Com	NP	....	5	4	No	2,025	4	2,430
Oshkosh, Wis.	40	MC	NP	....	32	2	No	240	2	3,000
Paducah, Ky.	34	Mgr	NP	....	5	2	No	1,500	4	3,240
Pensacola, Fla.	32	Mgr	NP	5	6	2	Yes	60	2	1,200
Perth Amboy, N. J.	44	Com	NP	....	5	4	No	2,000	4	2,500
Phoenix, Ariz.	48	Mgr	NP	....	5	2	Yes	300	2	300
Pittsfield, Mass.	50	MC	NP	7	4	2	No	250	2	1,620
Plainfield, N. J.	34	MC	P	8	3	2	Yes	None	2	300
Port Huron, Mich.	31	Com	NP	....	5	2	Yes	1,200	2	2,000

TABLE I.—FORM OF GOVERNMENT IN CITIES OVER 30,000—Continued

City	Population 1930 (000 omitted)	Type of Government	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
30,000 to 50,000—continued										
Portsmouth, Ohio	43	Mgr	NP	....	5	4	Yes	$ 600	4	$1,000
Portsmouth, Va.	46	Mgr	P	....	7	4	Yes	600	4	600
Poughkeepsie, N. Y.	40	MC	P	16	1	2	No	500*	2	3,000
Quincy, Ill.	39	MC	P	14	....	2	Yes	5†	2	2,700
Raleigh, N. C.	37	Com	NP	....	3	2	No	4,200	2	4,500
Revere, Mass.	36	MC	P	5	4	2	No	500	2	3,500
Richmond, Ind.	32	MC	P	8	4	4	No	150	4	2,000
Rock Island, Ill.	38	MC	P	14	....	2	Yes	5†	2	2,700
Rome, N. Y.	32	MC	P	7	....	2	No	300	2	3,500
St. Petersburg, Fla.	40	Mgr	NP	6	1	4	Yes	None	2	None
Salem, Mass.	43	MC	NP	6	5	2	No	500	2	3,000
San Bernardino, Calif.	37	MC	NP	5	....	4	Yes	300	2	1,500
Santa Ana, Calif.	30	MC	NP	....	5	4	No	300	4	300
Santa Barbara, Calif.	34	MC	NP	6	....	2	Yes	600	2	4,000
Santa Monica, Calif.	37	Com	P	....	3	4	Yes	3,000	4	3,000
Sheboygan, Wis.	39	MC	NP	16	....	2	Yes	384	2	900
Sioux Falls, S. D.	33	Com	NP	....	3	5	Yes	2,000	5	3,000
Stamford, Conn.	46	MC	P	8	1	2	No	500*	2	5,000
Steubenville, Ohio	35	MC	P	6	4	2	No	150	2	2,800
Stockton, Calif.	48	Mgr	NP	....	9	4	Yes	5†	4	5†
Superior, Wis.	36	Com	NP	10	....	2	Yes	600	2	3,000
Taunton, Mass.	37	MC	NP	....	9	2	Yes	500	2	3,500
Tucson, Ariz.	33	Mgr	P	....	7*	2	Yes	600	2	1,200
Waltham, Mass.	39	MC	NP	7	4	2	No	500	2	5,000
Warren, Ohio	41	MC	P	7	3	2	No	150	2	3,000
Waterloo, Iowa	46	MC	NP	4	2	2	No	250	2	3,360
Watertown, Mass.	35	*	....	....	3*	3	Yes	....	....	....
Watertown, N. Y.	32	Mgr	NP	....	4	4	Yes	750	4	750
Waukegan, Ill.	33	MC	P	14	....	2	Yes	260	2	3,000
West Allis, Wis.	35	MC	NP	8	....	4	No	900	4	3,600
West New York, N. J.	37	Com	NP	....	5	4	No	1,350	4	1,530
White Plains, N. Y.	36	MC	P	....	6	4	Yes	1,200	2	2,200
Wichita Falls, Tex.	44	Mgr	NP	....	5	2	Yes	108	2	270
Williamsport, Pa.	46	Com	P	....	5	4	Yes	2,700	4	3,150
Wilmington, N. C.	32	Com	NP	....	3	4	No	2,700	4	2,700
Woonsocket, R. I.	49	MC	P	20*	....	2	No	*	2	3,500
Zanesville, Ohio	36	MC	NP	....	7	4	Yes	150	4	2,000

NOTES ON FORM OF GOVERNMENT IN CITIES OVER 30,000

ARLINGTON, MASSACHUSETTS: Has a "limited" form of town meeting government under which 270 town meeting members are elected by precincts and nineteen are members by virtue of their office.

ATLANTA, GEORGIA: A bicameral council of twenty-six councilmen with three-year terms. A councilman must live in the ward he represents but is elected at large.

AUGUSTA, GEORGIA: Councilmen receive $300 the first year and $600 the second and third years.

BALTIMORE, MARYLAND: The president of the council, elected at large, receives $5,000 a year.

BEAUMONT, TEXAS: Nine councilmen elected one year and six the following. Mayor is elected at large and council selects two members to act with mayor as board of commissioners. Mayor receives $10 additional for each meeting of the board.

BROCKTON, MASSACHUSETTS: A bicameral council of seven aldermen and twenty-one councilmen, all without salary.

BROOKLINE, MASSACHUSETTS: Has a "limited" form of town meeting government with a board of selectmen, chairman at $2,000, and four members at $1,500 a year.

BUFFALO, NEW YORK: The two-year terms of the nine district councilmen overlap, but the four-year terms of the councilmen-at-large do not overlap.

CHICOPEE, MASSACHUSETTS: The aldermen from wards serve one year and their terms do not overlap; those elected at large serve for two years and their terms overlap.

DALLAS, TEXAS: Six of the nine councilmen must reside in their respective districts, but they are all elected at large.

ELMIRA, NEW YORK: Two councilmen serve for two years and two for four years.

EVERETT, MASSACHUSETTS: A bicameral council of eighteen councilmen, three to a ward, receiving $200 each; and seven aldermen, one to each of six wards,

and one at large, receiving $400 a year. Elected for two years, overlapping terms.

FRESNO, CALIFORNIA: The mayor, as commissioner of public safety and welfare, receives $6,000; the commissioners of public works and finance each receive $5,000; the other two legislative commissioners receive $1,200 each.

HOLYOKE, MASSACHUSETTS: A bicameral council of seven ward aldermen with one-year terms, and fourteen councilmen with two-year terms overlapping. The aldermen are unpaid.

KENOSHA, WISCONSIN: Reported as having no mayor.

LIMA, OHIO: Six councilmen receive $300 per year and one, elected at large, receives $750 a year.

LOUISVILLE, KENTUCKY: Councilmen are elected at large but must reside in the wards they represent.

MALDEN, MASSACHUSETTS: A bicameral council of twenty-one councilmen and seven aldermen elected by wards for two-year terms.

MEDFORD, MASSACHUSETTS: A bicameral council composed of two aldermen from each of the seven wards, and one alderman representing each ward but elected at large. The councilmen are nominated by districts and elected at large.

MIAMI, FLORIDA: Salary of mayor is $1,800 per year plus $2,000 for expenses.

MINNEAPOLIS, MINNESOTA: The mayor receives a salary of $6,000 and an allowance of $5,000 for a contingent fund.

NASHUA, NEW HAMPSHIRE: The ward aldermen serve for two years, the aldermen-at-large for four years.

NEW BEDFORD, MASSACHUSETTS: A bicameral council of twenty-four councilmen, four from each of six wards, receiving no pay, and six aldermen elected at large who must live one each in a ward. They receive $100 a year.

NEW BRITAIN, CONNECTICUT: A bicameral council of six aldermen and twenty-four councilmen—each elected for two years, with overlapping terms. They receive no salary.

NEW ORLEANS, LOUISIANA: The mayor has an allowance of $2,500 in addition to his salary.

NEWTON, MASSACHUSETTS: A bicameral council of seven aldermen elected by wards for one year, and fourteen aldermen elected at large for two-year terms.

NEW YORK CITY: The five borough presidents also are members of the board of aldermen, in addition to the sixty-five regular members. The president of the board is elected for four years and receives $15,000 a year.

NORWALK, CONNECTICUT: Eight councilmen receive $263 per year and one receives $300 per year.

OAK PARK, ILLINOIS: A village governed by a president and six trustees.

OKLAHOMA CITY, OKLAHOMA: Eight councilmen are nominated by wards and elected at large, and the mayor is elected at large.

PASADENA, CALIFORNIA: The legislative body consists of a board of directors of seven members, one from each of seven districts, all of whom are elected at large by the entire city.

PAWTUCKET, RHODE ISLAND: A bicameral council of six aldermen at $300 a year and eighteen councilmen at $200 a year.

PORTLAND, MAINE: One councilman is elected each year. Each year, one councilman is selected chairman at no increase in salary. There is no mayor.

POUGHKEEPSIE, NEW YORK: The councilman elected at large is the presiding officer of the common council and receives $1,500 a year; the sixteen elected from wards receive $500 each.

PROVIDENCE, RHODE ISLAND: A bicameral council of thirty-nine councilmen receiving $405 a year, and thirteen aldermen receiving $608 a year.

RICHMOND, VIRGINIA: A bicameral council of twenty councilmen and twelve aldermen, all elected by wards.

ST. LOUIS, MISSOURI: Of the twenty-nine councilmen, twenty-eight must reside in the wards they represent, but are elected at large. The twenty-ninth member, president of the board of aldermen, also is elected at large but is not restricted to a certain ward for residence.

SAN DIEGO, CALIFORNIA: Each of three districts chooses two candidates at primary but all candidates are voted on at large at the regular election.

SAN FRANCISCO, CALIFORNIA: San Francisco has a consolidated city and county government. The mayor appoints a chief administrative officer who in turn appoints a number of the department heads.

SCHENECTADY, NEW YORK: The president of the council, elected at large, receives $1,000 a year; the others receive $750.

SPRINGFIELD, MASSACHUSETTS: A bicameral council of eighteen councilmen and eight aldermen.

STAMFORD, CONNECTICUT: Ward councilmen receive $500 a year; the councilman-at-large receives $750.

TAMPA, FLORIDA: The council is called the board of representatives; the chairman receives $900 a year, the others $600.

TUCSON, ARIZONA: All councilmen are nominated by wards and elected by city at large; the mayor is nominated and elected at large.

WASHINGTON, D. C.: The governing board of the District is composed of three members, two of whom are appointed by the President with confirmation by the Senate, and one army engineer detailed for a period of four years.

WATERBURY, CONNECTICUT: The president of the council receives $750 a year; other councilmen receive no pay.

WATERTOWN, MASSACHUSETTS: Has a "limited" form of town meeting government with three selectmen, one elected each year for a term of three years, and a representative body of citizens, one-third elected each year for a term of three years.

WILMINGTON, DELAWARE: The president of the council (elected at large) and the chairman of the finance committee receive $1,000; the other councilmen receive $750.

WOONSOCKET, RHODE ISLAND: A bicameral council of five aldermen at $300 a year and fifteen councilmen at $200 a year.

WORCESTER, MASSACHUSETTS: A bicameral council of thirty councilmen and ten aldermen, all elected by wards except one alderman elected at large.

YOUNGSTOWN, OHIO: The president of the council receives $900 a year, the other members $600.

Governmental Data on 320 Council-Manager Cities Under 30,000 Population

OVER 90 per cent of the 320 council-manager cities reporting conduct their council elections on a non-partisan basis. Nearly three-fourths or 225 cities elect councilmen by the "at-large" method; sixty others, or nearly one-fifth, use a combination of wards and "at-large"; while the remaining twenty-seven cities use the ward basis for electing councilmen. The average council has between five and six members; the most frequent number is five; and the range is from two to seventeen. In 162 cities there is a five-member council; 46 cities have seven; 57 cities have three; and 18 cities have nine-member councils.

A two-year term for councilmen is the practice in 139 cities; a four-year term in 109; a three-year term in 54 cities. The range is from one to six years, the two most frequent terms of office being two and four.

In 106 cities councilmen do not receive a salary; in 184 others they receive annual salaries; while 29 cities pay a fee per session attended. For the cities which pay annual salaries, the average amount is $94; the most representative figure is $50; while the range is from $1 per year in three cities to a high figure of $1,500 in two cities. Twenty cities pay $50 annually; 11 pay $120; nine pay $300; a like number pay $200; and another nine pay $60 a year. For the cities which pay their councilmen on a fee basis per session, the average amount is $4.46; the most representative figure, $5, is paid by 12 cities; and the range is from $1 in four cities to $10 in two cities.

In 146 cities the mayor is elected for a two-year term; in 57 cities, the term is four years; in 59 others, one year; in another 20 cities, a three-year term; while one city has a five-year term for mayor. The range is from one to five years; the most frequent term of office is two years, while an equal number of cities provide one- or four-year terms of office.

Forty-six cities, or 15 per cent, provide that the councilman elected at large is mayor. The mayor generally is a member of the council. Of the total number of council-manager cities reporting, 83 do not remunerate the mayor; the mayor is paid annually in 215 cities; while in 15 others the mayor receives a fee per session. For the group of 215 cities, the average salary of the mayor is $225; the most frequent salary, $300, is paid by twenty-one cities; while the range is from $1 to $3,240 per year.

Table II

GOVERNMENTAL DATA ON 320 COUNCIL-MANAGER CITIES UNDER 30,000

This table includes 320 of the 364 council-manager cities in the United States and Canada (twelve Canadian) having a population of less than 30,000 (1930 census). The type of election for councilmen, partisan "P" or non-partisan "NP," is shown in column three. The † sign after the salary indicates that the amount is per meeting; otherwise the salary figures are on an annual basis. These data were reported in January, 1934.

City	Population, 1930	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
Albert Lea, Minn.	10,169	NP	6	1	4	Yes	None	2	$ 300
Alcoa, Tenn.	5,255	NP	....	3	6	Yes	$ 1	1	1
Alexandria, Va.	24,149	P	6	3	2	No	225	2	450
Alhambra, Calif.	29,472	NP	4	1	4	Yes	300	2	300
Alliance, Neb.	6,669	NP	....	5	4	Yes	180	4	300
Alma, Mich.	6,734	NP	....	5	4	Yes	200	2	300
Alpena, Mich.	12,166	NP	....	5	4	Yes	3†	4	200
Ambridge, Pa.	20,227	P	12	....	4	...	None	4	1,800
Ames, Iowa	10,261	NP	4	2	2	No	50	2	600
Anoka, Minn.	4,851	NP	....	5	4	Yes	100	2	100
Appalachia, Va.	3,595	NP	....	5	2	Yes	24	2	24
Ardmore, Okla.	15,741	NP	4	1	4	Yes	600	2	600
Arkansas City, Kans.	13,946	NP	....	3	2	No	50	1	50
Arvida, Que.	1,835	..	3	1	6	Yes	....	2	....
Asbury Park, N. J.	14,981	NP	....	5	4	No	1,200	....	1,200
Ashland, Ky.	22,074	NP	....	5	2	No	1,500	4	3,240
Ashtabula, Ohio	23,301	NP	....	7	2	No	....	....	....
Aspinwall, Pa.	4,263	P	....	7	4	Yes	None	4	400
Astoria, Ore.	10,349	P	4	1	4	Yes	400	4	600
Atchison, Kans.	13,024	NP	....	3	2	Yes	75	....	75
Auburn, Me.	18,571	NP	5	....	2	No	None	2	450
Avalon, Calif.	1,897	NP	....	5	4	Yes	2†	....	100
Avalon, Pa.	5,940	NP	9	....	4	Yes	None	4	250
Bakersfield, Calif.	26,015	NP	7	....	2	No	600	....	600
Bangor, Me.	28,794	NP	....	9	3	Yes	None	....	None
Bartlesville, Okla.	14,763	NP	5	....	2	No	5†	2	5†
Bartow, Fla.	5,269	NP	....	5	3	Yes	3†	3	3†
Beaufort, S. C.	2,776	NP	3	....	4	Yes	None	4	300
Bedford, Ohio	6,814	NP	....	7	4	Yes	60	2	40
Belfast, Me.	4,993	NP	5	....	2	No	None	2	None
Belleville, Kans.	2,383	NP	....	3	3	Yes	50	....	....
Bellows Falls, Vt.	3,930	NP	....	5	2	...	....	1	....
Beloit, Wis.	23,611	NP	....	5	2	Yes	None	2	None
Bend, Ore.	8,848	NP	....	3	2	Yes	4†	1	4†
Benton Harbor, Mich.	15,434	NP	4	5	2	Yes	3†	2	3†
Big Rapids, Mich.	4,671	NP	....	3	4	Yes	None	2	None
Big Spring, Tex.	13,735	NP	....	5	2	Yes	60	2	60
Birmingham, Mich.	9,539	NP	....	7	3	Yes	260	1	260
Blackstone, Va.	1,772	NP	....	7	2	No	None	2	600
Blairsville, Pa.	5,296	P	3	....	4	Yes	None	4	300
Bluefield, W. Va.	19,339	NP	5	....	4	No	5†	4	6†
Borger, Tex.	6,532	NP	....	5	2	No	50	2	50
Boulder, Colo.	11,223	NP	....	9	6	Yes	None	2	None
Bozeman, Mont.	6,855	NP	....	3	4	Yes	234	2	380

TABLE II.—DATA ON MANAGER CITIES UNDER 30,000—Continued

City	Population, 1930	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
Brewer, Me.	6,392	NP	....	5	2	No	None	....	....
Bristol, Va.	8,840	NP	....	5	4	Yes	$ 100	4	$ 600
Brownwood, Tex.	12,789	NP	....	5	2	Yes	250	2	250
Brunswick, Ga.	14,022	NP	4	1	3	Yes	240	1	240
Bryan, Tex.	7,814	NP	....	5	2	No	5†	2	5†
Burbank, Calif.	16,662	NP	....	5	4	Yes	10†	2	10†
Cadillac, Mich.	9,570	NP	....	5	4	Yes	None	2	None
Camden, Me.	3,606	P	....	5	1	No	100	1	100
Carlisle, Pa.	12,596	P	15	....	4	Yes	None	4	600
Cartersville, Ga.	5,250	NP	4	1	2	No	None	2	None
Celina, Ohio	4,664	NP	....	....	2	No	48	2	600
Chandler, Okla.	2,717	NP	4	1	4	Yes	None	2	None
Charlottesville, Va.	15,245	NP	....	5	4	Yes	300	2	500
Chatham, Ont.	14,569	NP	....	8	2	Yes	4†	1	1,000
Chico, Calif.	7,961	NP	....	5	4	Yes	None	2	None
Clarinda, Iowa	4,962	NP	2	3	2	No	1†	2	600
Clark, S. D.	1,290	NP	6	....	2	Yes	None	2	None
Clarksburg, W. Va.	28,866	P	9	....	2	No	150	....	....
Clearwater, Fla.	7,607	NP	....	5	2	Yes	None	2	None
Cleveland, Okla.	2,959	NP	....	5	2	No	None	None	None
Coalgate, Okla.	2,064	NP	2	1	4	Yes	120	None	None
Compton, Calif.	12,516	NP	4	1	4	Yes	120	4	120
Coral Gables, Fla.	5,697	NP	....	5	4	Yes	600	2	1,200
Coronado, Calif.	5,425	NP	....	5	4	Yes	None	4	None
Covington, Va.	6,538	NP	....	5	2	No	None	2	None
Crewe, Va.	2,152	NP	....	9	2	No	None	2	360
Crystal Falls, Mich.	2,995	NP	....	3	3	Yes	150	3	200
Culpeper, Va.	2,379	NP	....	9	4	Yes	None	2	500
Cushing, Okla.	9,301	NP	4	1	3	Yes	None	3	None
Daytona Beach, Fla.	16,598	NP	4	1	2	No	600	2	1,800
Decatur, Ga.	13,276	NP	....	5	2	Yes	120	1	420
DeLand, Fla.	5,246	NP	4	1	2	No	400	2	600
Devol, Okla.	328	NP	....	3	3	No	None	1	None
Dover, Del.	4,800	NP	8	1	2	Yes	None	1	None
Duncan, Okla.	8,363	NP	4	1	2	No	300	2	300
Dunedin, Fla.	1,435	P	....	5	2	Yes	3†	2	3†
Durango, Colo.	5,400	NP	....	5	4	Yes	None	....	None
East Detroit, Mich.	5,955	NP	....	5	2	Yes	300	2	500
Eastland, Tex.	4,648	NP	....	5	2	Yes	None	2	None
Eastman, Ga.	3,022	NP	....	5	2	Yes	2†	None	None
Edgewood, Pa.	4,821	NP	....	7	4	Yes	None	4	None
Edgeworth, Pa.	1,679	NP	....	7	4	Yes	None	4	None
Edmond, Okla.	3,576	NP	....	4	2	No	120	2	120
El Dorado, Kans.	10,311	NP	....	3	2	Yes	50	4	50
El Reno, Okla.	9,384	NP	....	9	3	Yes	None	1	None
Elizabeth City, N. C.	10,037	NP	8	....	2	No	4†	2	300
Elk City, Okla.	5,666	P	4	1	4	Yes	None	2	1
Ellwood City, Pa.	12,323	P	10	1	4	Yes	None	4	1,200
Escanaba, Mich.	14,524	NP	....	5	4	Yes	120	2	120
Excelsior Springs, Mo.	4,565	NP	....	5	3	Yes	100	1	100
Fernandina, Fla.	3,023	NP	....	3	3	Yes	120	3	120
Ferndale, Mich.	20,855	NP	....	5	4	Yes	500	2	750
Fillmore, Calif.	2,893	NP	....	5	4	Yes	120	2	120
Follansbee, W. Va.	4,841	NP	6	1	4	Yes	30	2	240
Fort Atkinson, Wis.	5,793	NP	....	5	2	Yes	None	2	None
Ft. Lauderdale, Fla.	8,666	NP	....	5	2	No	900	2	900
Ft. Meade, Fla.	1,981	NP	....	3	3	Yes	240	1	480
Franklin, Va.	2,930	NP	....	5	4	No	None	4	100
Fredericksburg, Va.	6,819	NP	12	1	4	Yes	None	4	400

TABLE II.—DATA ON MANAGER CITIES UNDER 30,000—Continued

City	Population, 1930	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
Front Royal, Va.	2,424	NP	....	5	4	Yes	$ 150	2	$ 300
Gainesville, Fla.	10,465	NP	....	5	3	Yes	None	1	None
Gainesville, Ga.	8,624	NP	3	....	3	Yes	None	2	None
Galax, Va.	2,544	NP	....	7	4	Yes	25	....	300
Gallipolis, Ohio	7,106	NP	....	3	4	....	None	4	720
Gastonia, N. C.	17,093	NP	....	5	2	No	153	2	510
Gladstone, Mich.	5,170	NP	....	5	3	Yes	120	1	120
Glencoe, Ill.	6,295	NP	....	6	2	No	None	2	None
Glenview, Ill.	1,886	NP	....	7	2	Yes	50	2	300
Goldsboro, N. C.	14,985	P	....	5	2	No	180	2	1,350
Goose Creek, Tex.	5,208	NP	....	5	2	Yes	....	2	....
Grandfield, Okla.	1,416	NP	4	1	2	Yes	None	2	None
Grand Haven, Mich.	8,345	NP	....	5	2	Yes	50	1	50
Grand Junction, Colo.	10,247	NP	5	2	4	Yes	5†	1	5†
Grand' Mère, Que.	6,461	NP	4	....	4	Yes	None	4	None
Griffin, Ga.	10,321	NP	....	3	2	No	150	....	300
Grosse Pte. Shores, Mich.	621	NP	....	6	2	Yes	None	2	None
Guthrie, Okla.	9,582	NP	....	7	2	Yes	1	2	1
Hackensack, N. J.	24,000	NP	....	5	4	Yes	500	4	500
Hampton, Va.	6,382	NP	....	5	4	Yes	90	4	180
Hanover, Pa.	11,805	P	10	1	4	Yes	None	4	500
Harbor Springs, Mich.	1,200	NP	....	5	2	No	50	2	50
Hays, Kans.	4,618	NP	....	3	3	Yes	40	1	40
Heavener, Okla.	2,269	NP	....	5	4	Yes	60	2	120
Hickory, N. C.	7,363	NP	6	1	2	Yes	60	1	60
Hillsboro, Ore.	3,039	NP	....	7	2	Yes	21	2	78
Hillsborough, Calif.	1,891	NP	....	5	4	Yes	None	1	None
Hinton, W. Va.	6,654	P	16	1	2	No	50	2	900
Hoisington, Kans.	3,001	NP	....	3	3	Yes	50	1	50
Hollywood, Fla.	2,869	NP	4	1	2	Yes	240	2	240
Hopewell, Va.	11,327	NP	....	5	3	Yes	360	3	720
Iowa Falls, Iowa	4,112	NP	2	3	2	No	1†	2	300
Ironton, Ohio	16,621	NP	....	4	4	Yes	150	2	720
Ironwood, Mich.	14,299	NP	....	5	4	Yes	120	2	120
Jacksonville, Tex.	6,748	NP	3	2	2	....	120	2	120
Janesville, Wis.	21,628	NP	....	7	2	Yes	None	2	None
Keansburg, N. J.	2,190	NP	....	3	4	No	125	4	125
Kenilworth, Ill.	2,501	NP	....	7	2	Yes	....	2	....
Kerrville, Tex.	4,546	NP	....	3	2	No	None	2	120
Kingsford, Mich.	5,526	NP	....	5	2	Yes	4†	1	4†
Kingsport, Tenn.	11,914	NP	....	5	4	Yes	100	2	150
Kinsley, Kans.	2,270	NP	....	3	3	Yes	50	3	50
Kissimmee, Fla.	3,163	NP	....	3	3	No	5†	1	5†
La Crosse, Kans.	1,355	NP	....	3	3	Yes	None	1	None
La Grande, Ore.	8,050	NP	....	3	2	No	260	1	260
Lakeland, Fla.	18,554	NP	....	3	3	Yes	5†	1	5†
Lapeer, Mich.	5,008	NP	....	3	3	Yes	90	1	90
Largo, Fla.	1,429	NP	....	5	2		None	1	None
LaTuque, Que.	7,871	NP	6	....	2	Yes	None	2	None
Leesburg, Fla.	4,113	NP	....	5	3	Yes	60	3	60
Lethbridge, Alta.	13,489	NP	....	7	2	Yes	100	1	1,200
Longview, Tex.	5,036	NP	....	5	2	Yes	None	1	None
Lubbock, Tex.	20,520	NP	....	4	4	Yes	300	2	900
Lufkin, Tex.	7,311	NP	4	1	2	Yes	120	4	120
McAlester, Okla.	11,804	NP	6	1	2	No	5†	2	5†
McCracken, Kans.	594	NP	....	3	3	....	50	3	50
Madill, Okla.	2,203	NP	....	3	3	Yes	60	3	60
Mamaroneck, N. Y.	11,766	P	....	4	2	Yes	None	2	None

TABLE II.—DATA ON MANAGER CITIES UNDER 30,000—Continued

City	Population, 1930	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
Manassas, Va.	1,215	NP	....	5	2	No	None	2	$ 150
Mangum, Okla.	4,806	NP	....	5	2	Yes	$ 120	2	$ 120
Manistee, Mich.	8,078	NP	....	7	2	Yes	None	1	None
Manistique, Mich.	5,198	NP	....	5	4	Yes	50	2	50
Mansfield, Mass.	6,364	NP	....	5	3	Yes	None	3	None
Maquoketa, Ia.	3,595	NP	4	3	2	Yes	50	2	200
Marianna, Ark.	4,314	NP	6	1	2	Yes	61	2	150
Marshall, Tex.	16,203	NP	....	5	2	Yes	None	2	None
Marysville, Mich.	1,405	NP	....	5	2	No	300	2	500
Maryville, Mo.	5,217	NP	....	3	2	No	200	2	600
Mason City, Iowa	23,304	NP	....	5	3	Yes	None	3	None
Melbourne, Fla.	2,677	NP	....	3	3	Yes	300	1	300
Mexia, Tex.	6,579	NP	....	5	2	Yes	1	1	1
Miami Beach, Fla.	6,494	NP	....	7	2	Yes	7†	2	1,000
Middleboro, Mass.	8,608	NP	....	5	3	Yes	None	3	None
Middletown, Ohio	29,992	NP	....	5	4	Yes	500	4	500
Milford, Del.	3,719	NP	8	1	4	No	None	2	None
Milton, Pa.	8,552	P	15	....	4	Yes	None	4	400
Minot, N. D.	16,099	NP	14	1	4	Yes	5†	4	600
Monroe, N. C.	6,100	NP	....	3	2	No	288	2	480
Monterey, Calif.	9,141	NP	....	5	4	Yes	None	2	None
Montrose, Colo.	3,566	NP	....	5	4	Yes	120	2	120
Morgantown, W. Va.	16,186	NP	10	....	2	Yes	260	1	312
Morris, Minn.	2,474	NP	....	3	4	Yes	None	4	None
Mt. Desert, Me.	2,022	NP	....	3	1	No	200	1	200
Mt. Lebanon, Pa.	13,403	NP	4	1	4	Yes	200	4	200
Mt. Pleasant, Iowa	3,743	NP	4	3	2	No	1†	2	756
Mt. Pleasant, Mich.	5,211	NP	....	5	3	Yes	150	1	150
Murfreesboro, Tenn.	7,993	NP	....	5	4	Yes	52	2	480
Muskegon Heights, Mich.	15,584	NP	3	4	2	Yes	270	2	405
New London, Conn.	29,640	NP	....	7	2	Yes	200	1	500
Newport, Ky.	29,744	NP	....	5	2	No	1,500	4	1,800
Newton, Kans.	11,034	NP	....	3	2	Yes	50	4	50
Niagara Falls, Ont.,	19,046	NP	....	7	2	Yes	5†	1	1200
Northampton, Pa.	9,730	P	12	1	4	No	None	4	100
Norwood, Mass.	15,049	NP	....	5	3	Yes	None	3	None
Nowata, Okla.	3,531	NP	4	1	2	No	1	1	1
Oak Park (Ferndale), Mich.	1,079	NP	....	5	2	Yes	25	1	25
Oakwood, Ohio	6,494	NP	....	5	4	Yes	None	....	None
Oberlin, Ohio	4,292	P	....	5	4	Yes	48	4	600
Ocala, Fla.	7,281	NP	....	5	4	Yes	180	2	180
Oregon City, Ore.	5,761	NP	....	3	4	Yes	None	....	None
Osborne, Pa.	506	NP	....	7	4	Yes	None	4	None
Outremont, Que.	27,850	NP	9	....	3	Yes	None	3	None
Pacific Grove, Calif.	5,558	NP	....	7	4	Yes	None	2	None
Painesville, Ohio	10,944	NP	....	7	4	Yes	50	....	....
Palatka, Fla.	6,500	NP	....	5	4	Yes	240	4	240
Palm Beach, Fla.	1,707	NP	....	5	2	Yes	5†	1	None
Pampa, Tex.	10,470	NP	....	3	2	No	520	2	520
Panhandle, Tex.	2,035	NP	....	5	2	Yes	None	2	None
Pawhuska, Okla.	5,931	NP	4	1	3	Yes	5†	1	5†
Petersburg, Va.	28,564	P	....	5	4	Yes	360	2	540
Petoskey, Mich.	5,740	NP	4	1	2	Yes	100	1	100
Phoenixville, Pa.	12,029	P	12	1	4	Yes	None	4	500
Piqua, Ohio	16,009	NP	4	1	2	No	60	2	120
Pittsburg, Calif.	9,610	NP	....	5	4	Yes	None	2	None
Plant City, Fla.	6,800	NP	....	5	3	Yes	5†	1	5†

TABLE II.—DATA ON MANAGER CITIES UNDER 30,000—Continued

City	Population, 1930	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
Pleasant Ridge, Mich.	2,885	NP	....	5	2	Yes	$ 125	2	$ 175
Plymouth, Mich.	4,484	NP	....	5	2	Yes	90	2	90
Polk City, Fla.	222	NP	....	5	1	No	None	1	None
Porterville, Calif.	5,303	NP	....	5	4	Yes	None	2	None
Portland, Mich.	1,902	NP	....	3	6	Yes	80	1	100
Presque Isle, Me.	4,462	NP	....	5	3	Yes	125	3	125
Punta Gorda, Fla.	1,833	NP	....	3	3	Yes	5†	1	5†
Quincy, Fla.	3,788	NP	....	3	3	No	None	1	None
Quitman, Ga.	4,149	NP	....	3	3	Yes	240	3	360
Radford, Va.	6,227	NP	....	5	4	Yes	150	4	270
Rapid City, S. D.	10,404	NP	....	9	3	Yes	None	1	None
Redwood City, Calif.	8,962	NP	....	7	4	Yes	240	....	240
Rhinelander, Wis.	8,019	NP	....	5	1	No	80	None	None
Richmond, Calif.	20,093	NP	....	9	6	Yes	600	1	600
Riverside, Ill.	6,770	NP	....	7	2	No	None	2	None
Rock Hill, S. C.	11,322	P	....	5	2	Yes	180	2	240
Rocky Mount, N. C.	21,412	NP	12	1	2	No	120	2	400
Rome, Ga.	21,843	NP	....	9	4	No	150	4	600
Royal Oak, Mich.	22,904	NP	....	7	2	No	300	2	500
St. Augustine, Fla.	12,111	NP	5	....	3	Yes	None	1	None
St. Johns, Mich.	3,929	NP	....	3	6	Yes	60	6	60
St. Johnsbury, Vt.	7,920	NP	....	3	3	Yes	None	....	....
St. Joseph, Mich.	8,349	NP	....	5	3	Yes	100	1	100
St. Lambert, Que.	6,075	NP	....	7	2	No	None	2	None
St. Marys, Kans.	1,304	NP	....	3	3	Yes	50	3	75
St. Marys, W. Va.	2,182	NP	7	....	2	Yes	50	2	150
Salem, Va.	4,833	NP	....	3	4	Yes	216	4	660
Salina, Kans.	20,155	NP	....	5	4	Yes	75	4	75
Sallisaw, Okla.	1,785	NP	....	3	3	Yes	None	1	None
San Angelo, Tex.	25,308	NP	....	3	2	No	360	2	420
Sandusky, Ohio	24,622	NP	....	5	4	Yes	400	....	400
Sanford, Fla.	10,100	NP	....	5	3	Yes	250	1	250
San Leandro, Calif.	11,455	NP	....	5	4	Yes	None	4	None
San Mateo, Calif.	13,444	NP	....	5	4	Yes	None	None	None
San Rafael, Calif.	8,022	NP	....	5	4	Yes	None	2	None
Santa Rosa, Calif.	10,636	NP	....	5	4	Yes	None	4	None
Sapulpa, Okla.	10,533	NP	....	....	2	No	None	2	None
Saranac Lake, N. Y.	8,020	P	....	4	2	No	225	2	300
Sault Ste. M., Mich.	13,755	NP	....	5	4	Yes	200	....	....
Sewickley, Pa.	5,599	P	9	....	4	No	None	4	None
Shawinigan Falls, Que.	15,345	NP	6	1	2	No	250	2	600
Shawnee, Okla.	23,283	NP	6	1	4	Yes	None	2	None
Sherman, Tex.	15,713	NP	....	15	2	Yes	10†	2	820
Shorewood, Wis.	13,479	NP	....	7	2	Yes	270	2	450
South Charleston, Ohio	1,208	NP	....	3	4	Yes	None	1	None
South Pasadena, Calif.	13,730	NP	....	5	4	Yes	300	....	300
South Portland, Me.	13,840	NP	....	5	3	Yes	300	3	300
Stambaugh, Mich.	2,400	NP	....	5	4	Yes	75	2	75
Stamford, Tex.	4,095	NP	....	6	2	Yes	60	2	480
Staunton, Va.	11,990	NP	....	5	4	Yes	270	2	270
Sterling, Kans.	1,868	NP	....	3	3	Yes	50	1	50
Stevens Point, Wis.	13,623	NP	....	5	2	Yes	200	2	200
Stoughton, Mass.	8,204	NP	....	5	3	Yes	None	None	None
Stuart, Fla.	1,924	NP	....	3	3	Yes	None	1	None

Table II.—Data on Manager Cities Under 30,000—Continued

City	Population, 1930	Type of Election	No. Councilmen & Election by: Wards	At Large	Term of Council (Years)	Do Terms Overlap?	Salary of Councilmen	Term of Mayor (Years)	Salary Mayor
Sturgis, Mich.	6,950	NP	8	1	2	Yes	$ 100	1	$ 100
Stratford, Conn.	19,212	NP	10	....	2	No	None	2	None
Suffolk, Va.	10,271	NP	....	5	2	No	None	2	None
Sumter, S. C.	11,780	NP	....	2	4	Yes	200	....	300
Sweetwater, Tex.	10,848	NP	....	5	2	Yes	180	2	180
Teaneck, N. J.	16,513	NP	....	5	4	No	500	4	500
Tecumseh, Okla.	2,419	NP	4	1	4	No	None	2	None
Temiskaming, Que.	3,000	NP	....	5	2	No	None	2	None
Temple, Tex.	15,345	NP	....	5	2	No	None	2	None
Terrell, Tex.	8,795	NP	3	2	2	Yes	130	2	130
Thomasville, N. C.	10,090	NP	....	5	2	No	100	2	200
Three Rivers, Mich.	6,863	NP	4	1	2	Yes	75	2	75
Toccoa, Ga.	4,602	NP	....	3	3	No	150	3	200
Towanda, Pa.	4,104	P	9	....	4	Yes	None	4	180
Tulare, Calif.	6,207	NP	....	5	4	No	None	4	None
Two Rivers, Wis.	10,083	NP	....	9	2	Yes	None	1	None
Tyler, Tex.	17,113	NP	....	5	2	Yes	None	2	None
Upland, Calif.	4,713	NP	....	5	4	Yes	240	2	240
Ventura, Calif.	11,603	NP	....	7	4	Yes	None	2	None
Villisca, Iowa	2,032	NP	3	2	2	No	50	2	300
Visalia, Calif.	7,263	NP	....	5	4	Yes	None	4	None
Walters, Okla.	2,252	NP	....	3	3	Yes	110	3	110
Warrenton, Va.	1,450	NP	....	7	2	No	None	2	150
Washburn, Me.	1,974	NP	....	5	1-2-3	Yes	....	....	....
Watervliet, N. Y.	16,083	P	2	1	2-4	Yes	500	4	500
Waycross, Ga.	15,510	P	....	5	4	No	200	1	240
Waynesboro, Pa.	10,167	P	6	1	4	Yes	None	4	300
Waynesboro, Va.	6,226	NP	4	1	4	Yes	None	1	None
Webster City, Iowa	7,024	NP	....	3	2	Yes	None	2	None
Westerville, Ohio	2,879	NP	....	5	4	Yes	24	4	250
West Liberty, Iowa	1,679	NP	....	5	2	No	1†	2	100
Westmount, Que.	24,189	NP	....	6	2	No	None	2	None
West Palm Beach, Fla.	26,610	NP	5	....	2	Yes	None	1	None
West Reading, Pa.	4,908	P	....	7	4	Yes	None	4	400
White Bear Lake, Minn.	2,600	NP	4	1	3	Yes	10	3	10
Williamsburg, Va.	3,778	NP	....	5	2	No	None	....	None
Wilmette, Ill.	15,233	NP	....	7	2	Yes	72	2	1,000
Wilson, N. C.	12,613	P	5	....	2	No	120	2	600
Winchester, Va.	10,855	NP	12	1	4	Yes	None	4	None
Winfield, Kans.	9,398	NP	....	3	4	Yes	50	1	50
Winnetka, Ill.	12,166	NP	....	7	2	Yes	None	2	None
Winter Haven, Fla.	7,130	NP	4	1	5	Yes	120	5	120
Woodstock, N. B.	3,259	NP	....	6	2	Yes	None	1	None
Woodward, Okla.	5,056	NP	....	3	3	Yes	300	1	300
Wytheville, Va.	3,327	NP	....	5	2	No	None	2	200
Xenia, Ohio	10,507	NP	....	5	4	...	150	4	150
Yale, Okla.	1,734	NP	4	1	2	No	100	2	100
Yoakum, Tex.	5,656	NP	....	5	2	Yes	None	2	None

Boards and Commissions in 248 Cities over 30,000 Population

OF THE 310 cities of over 30,000 population in the United States, 248 reported data on certain boards and commissions. Information was requested with regard to the following boards and commissions as to the number of members, whether elected or appointed, and if appointed, by whom: board of education, board of assessors, park board, board of health, library board, civil service commission, and city planning commission. A number of cities reported additional boards and commissions which are given in notes at the end of Table III.

AVERAGE NUMBER OF MEMBERS ON CERTAIN BOARDS AND NUMBER AND PER CENT ELECTED

Name of Board	No. Cities Reporting	Elected		Average Number of Members
		Number	Per Cent	
Board of Education	221	155	70	7
Board of Assessors	100	25	25	4
Park Board	143	17	12	5
Board of Health	132	8	6	5
Library Board	187	9	5	6
Civil Service	119	1	1	3
City Planning	160	2	1	7

Board of Education. Of the 221 cities reporting boards of education, the boards are elected in 155; appointed by the mayor in thirty-five; and appointed by the city council in eighteen cities. In San Jose, California, the board of education is appointed by the city manager; in Elizabeth, New Jersey, by the finance board; in Philadelphia, by the common pleas court; and in Wilmington, Delaware, and Pittsburgh, Pennsylvania, by the judges.

Board of Assessors. In twenty-five cities the board of assessors is elected, in twenty-seven cities appointed by the mayor, and in thirty-two cities by the city council. In Rochester and Watertown, New York, the board of assessors is appointed by the city manager; in Trenton, New Jersey, by the director of finance; and in Fall River, Massachusetts, by the finance board. In sixty-three of the one hundred cities reporting boards of assessors the board consists of three members; in thirteen cities, five; in eight cities, four; and in six cities, two members.

Park Boards. In seventeen cities the park board is elected; in seventy-

six appointed by the mayor; and in twenty-six cities by the city council. The city manager appoints the park board in Fall River, Massachusetts; Oklahoma City, Oklahoma; Niagara Falls, New York; and San Diego, California. The largest park board is in Philadelphia, with eighteen members, appointed by the common pleas court. In sixty-four cities, the park board consists of five members; in thirty-four cities, three members; in fifteen cities, four; and in eight, six.

Board of Health. Of the 132 cities reporting boards of health, the board is elected in eight cities, appointed by the mayor in seventy-nine, and appointed by the city council in twenty-four cities. The board of health in forty-six cities has three members each, forty-three boards have five members, fourteen have seven members, and three have nine members.

Library Board. Of the 187 cities reporting library boards, the board is appointed by the mayor in seventy-one cities; by the city council in thirty-seven cities; elected by the people in nine cities; appointed by the city manager in seven cities; and appointed by the board of education in six cities. San Antonio, Texas, and Youngstown, Ohio, reported the largest number of members on the library board (fifteen). In seven cities, the library board is appointed by the judges, the council, the mayor, county commissioners, court of common pleas, or other method specified in footnotes at the end of Table III.

Civil Service Commission. Of the 119 cities reporting civil service commissions, the commission is appointed by the mayor in sixty-one cities, by the city council in twenty-eight cities, by the city manager in four cities, and in one city the board is elected.

City Planning Commission. The average number of members on the city planning commission in 160 cities reporting is seven, not including the city planning commission in Chicago which has 328 members. In eighty-two cities the city planning commission is appointed by the mayor, in thirty-nine cities by the city council, in five cities by the city manager, and in two cities the city planning commission is elected.

Table III

BOARDS AND COMMISSIONS IN 248 CITIES OF OVER 30,000 POPULATION

The method by which boards are selected is indicated as follows: E, elected; M, appointed by mayor; CM, by city manager; CC, by city council; BE, by board of education. An asterisk (*) refers to notes following this table explaining special conditions and mentioning additional boards. The absence of notes, however, does not mean necessarily that there are no other boards.

City	Board of Education	Board of Assessors	Park Board	Board of Health	Library Board	Civil Service Commission	City Plan Commission
Over 500,000							
Baltimore, Md.	9M	3M	5M	....	....	3M	11M
Boston, Mass.	5E	3M	3M	....	5M	....	5M
Buffalo, N. Y.*	5M	....	....	5M	....	3M	9M
Chicago, Ill.	11M	....	*	3M	9M	3M	328M
Cleveland, Ohio	7E	....	....	....	5*	3M	11M
Detroit, Mich.	7E	4M	....	4M	7BE	4M	9M
Los Angeles, Calif.*	7E	....	5M	5M	5M	5M	5M
Milwaukee, Wis.*	15E	26*	5M	....	9M	5M	....
New York City*	7M	3M	....	5M	....	3M	....
Philadelphia, Pa.	15*	....	18*	3*	3M	3CC	....
Pittsburgh, Pa.*	15*	11M	....	....	....	3M	....
Saint Louis, Mo.*	....	....	....	....	9M	....	14M*
San Francisco, Calif.*	7M	....	5M	7	11M	3M	5M
300,000 to 500,000							
Cincinnati, Ohio*	7E	None	3M	5M	7*	3*	7*
Indianapolis, Ind.	5E	....	4M	4M	....	....	9M
Kansas City, Mo.	6E	....	3	....	....	....	8
Louisville, Ky.	5E	3M	6M	....	3M	4M	....
Minneapolis, Minn.*	7E	....	15E*	....	9E*	3	9
Newark, N. J.	9M	5CC	....	....	4M	5	....
New Orleans, La.*	5E	7E	*	5CC	11	3	15
Rochester, N. Y.*	5E	3CM	....	....	7CM*	3CM	5CM
Seattle, Wash.	5	....	5	....	7	3	....
Washington, D. C.	9*	6CC	*	....	9CC	....	....
200,000 to 300,000							
Akron, Ohio	7	None	None	5	7	5	6
Atlanta, Ga.	13E	3CC	5CC	7CC	5CC	....	9M
Birmingham, Ala.	5M	....	5M	....	9M	3M	....
Columbus, Ohio	7E	....	....	5M	4M	3M	12M
Dallas, Tex.*	7E	3CC	5CC	....	12	3CC	15CC
Denver, Colo.	7E	....	7*	5*	8M	3*	4
Houston, Tex.	7E	5	10	7	7	3	8
Oakland, Calif.	7E	....	3	....	5	3	7
Omaha, Neb.	9E	....	....	....	5	....	5
Providence, R. I.	7E	3E	3E	3E	....	....	4M
St. Paul, Minn.	12	....	5	None	12	....	28
San Antonio, Tex.	7E	....	....	5M	15M	5M	....
Syracuse, N. Y.	5E	4E	....	....	....	5	....
Toledo, Ohio	5E	....	....	....	....	4M	....
100,000 to 200,000							
Albany, N. Y.	4M	....	....	....	8M	3M	6M
Bridgeport, Conn.	6E	....	8	4M	9	....	....
Cambridge, Mass.	7E	3E	9M	3M	5M	....	5M
Camden, N. J.	9M	3CC	....	....	7M	....	....
Canton, Ohio	5E	....	3M	5M	5	3M	5M

TABLE III.—BOARDS IN CITIES OVER 30,000—Continued

City	Board of Education	Board of Assessors	Park Board	Board of Health	Library Board	Civil Service Commission	City Plan Commission
Des Moines, Iowa	7E	....	10M	....	5	3	15
Duluth, Minn.	....	....	....	....	7M	3M	13M
Elizabeth, N. J.	9M	12E	....	7M	5M	....	....
El Paso, Tex.	7E	....	None	5*	10	3M	5M
Erie, Pa.	9E	....	....	6M	5	3M	6M
Evansville, Ind.	5M	....	4M	3M	4M	None	9M
Fall River, Mass.*	7E	3*	5CM	5CM	9CM	....	5CM
Flint, Mich.	9E	....	3CC	....	....	....	....
Fort Worth, Tex.	5E	3CC	5CC	5CC	7CC	3CC	5CC
Gary, Ind.	3CC	....	4M	3M	5*	....	7*
Grand Rapids, Mich.	9E	3E	None	None	5E	....	5
Jacksonville, Fla.	3E	None	None	....	5	None	22CC
Knoxville, Tenn.	5E	3	5	....	9	5	7
Long Beach, Calif.*	5E	....	5M	....	3CM	3CC	6CM
Lowell, Mass.	5E	3M	4M	3M	5M	None	3
Lynn, Mass.	7E	3CC	5M	None	11	None	....
Nashville, Tenn.	9M	None	9	None	9M	5M	5M
New Bedford, Mass.	6E	3E	5M	3M	9M	None	6M
New Haven, Conn.*	8M	5M	6M	6M	8M	3M	4M
Norfolk, Va.	6CC	3	None	None	4	3CC	3CC
Oklahoma City, Okla.	8E	None	3CM	None	7CM	3CM	9M
Paterson, N. J.*	9M	5M	5M	7M	7M	None	9M
Richmond, Va.	9CC	3*	4M*	....	9M*	....	5M
Salt Lake City, Utah	10E	....	....	....	9M	4M	4M
San Diego, Calif.*	5E	....	3CM	5CM	3CM	3M	9*
Scranton, Pa.*	9E	5M	....	....	15*	4M	9M
Somerville, Mass.*	14E	4M	....	3M	8M	....	5M
South Bend, Ind.	3M	....	4M	3M	....	....	5M
Spokane, Wash.	5E	....	10CC	....	5CC	3CC	10CC
Springfield, Mass.	9E	....	5M	3M	....	....	5M
Tacoma, Wash.	5E	....	5E	....	5M	3E	....
Tampa, Fla.*	....	....	5M	....	3M	3M	....
Tulsa, Okla.*	7E	....	4CC	5CC	7CC	....	12CC
Wichita, Kans.	12E	None	3	3	9CC	None	15CC
Wilmington, Del.	5*	2M	3M	5M	10*	None	None
Worcester, Mass.	11E	3E	7M	3M	12	....	4
Yonkers, N. Y.	9M	....	....	....	3M	3M	3M
Youngstown, Ohio	7E	....	....	....	15	3	7
50,000 to 100,000							
Allentown, Pa.	9E	None	None	....	....	3M	5M
Altoona, Pa.	9E	....	5CC	None	5BE	3CC	5CC
Asheville, N. C.	....	....	....	....	3CC	3CC	4CC
Atlantic City, N. J.	9E	3E	....	None	5	None	None
Austin, Tex.	7E	3CC	9CC	6CC	15CC	None	7CC
Bayonne, N. J.	9M	None	None	5E	None	None	None
Beaumont, Tex.	8CC	5CC	None	None	3CC	None	None
Berkeley, Calif.	5E	....	....	6CM*	5CC	....	5CC
Bethlehem, Pa.	9E	....	....	....	7	3CC	3CC
Binghamton, N. Y.	5M	....	....	....	4M	3CC	6CM
Brockton, Mass.	9E	3CC	4M	3M	9M	....	5M
Cedar Rapids, Iowa	7E	....	....	....	5CC	3CC	21
Charleston, S. C.	....	....	6M	8M	....	....	10M
Charlotte, N. C.	7E	5E	5CC	....	6M	3CC	....
Chester, Pa.	9E	....	....	....	....	3M	5M
Cicero, Ill.	10E	None	5E	....	6E	3	None
Cleveland Hghts., Ohio	5E	....	....	....	7*	3CC	5CC
Covington, Ky.	5E	3M	6M	6M	8M	3M	6M
Dearborn, Mich.	....	....	....	....	5	5M	9M
Decatur, Ill.	3E	....	5E	....	9M	....	15M
Durham, N. C.	6CC	....	....	5CC*	5CC*	....	5CC*

TABLE III.—BOARDS IN CITIES OVER 30,000—Continued

City	Board of Education	Board of Assessors	Park Board	Board of Health	Library Board	Civil Service Commission	City Plan Commission
East Chicago, Ind.*	3CC	None	3M	3M	7	None	9M
East Orange, N. J.	5M	5M	3M	5M	5M	....	....
East St. Louis, Ill.	7E	5E	5E	....	5	....	....
Fresno, Calif.	5E	....	12M	5M	....	3CC	12M
Glendale, Calif.	5E	....	5	....	5	3	5
Greensboro, N. C.	7CC	....	5CC	6	6CC	....	5CC
Hamilton, Ohio	5E	None	5	None	7BE	....	5CM
Hammond, Ind.	3CC	None	4M	3M	5CC	....	9M
Hamtramck, Mich.	5E	3M	....	....	....	....	....
Highland Park, Mich.	6E	....	....	....	3	....	....
Huntington, W. Va.	4	....	4E	....	....	....	....
Irvington, N. J.	9	4	None	None	5	None	None
Johnstown, Pa.	9E	....	....	5E	10	3CC	5CC
Kalamazoo, Mich.	7E	3CC	None	7CC	....	None	None
Kenosha, Wis.	7E	....	....	....	10CC	None	8CC
Lakewood, Ohio	5E	None	None	....	7BE	4	7
Lancaster, Pa.	....	....	....	5M	....	6M	5M
Lansing, Mich.*	8E	3E	8M	8M	....	None	8M
Lawrence, Mass.	5E	3CC	5CC	3	7	....	....
Lincoln, Nebr.	9E	....	....	....	9CC	....	....
Little Rock, Ark.	....	....	5M	....	....	3M	9M
McKeesport, Pa.	9E	2CC	5CC	3CC	15	3CC	5CC
Madison, Wis.*	7E	....	5CC	3CC	....	None	7CC
Malden, Mass.	5E	3CC	5CC	3CC	....	....	3M
Manchester, N. H.	13E	3CC	5M	3M	7CC	None	6CC
Medford, Mass.	12E	3M	6M	4M	3M	....	....
Mount Vernon, N. Y.	9E	....	....	....	5BE	3M	5M
New Britain, Conn.*	12E	3M	5M	6M	....	5M	6M
New Rochelle, N. Y.	9M	....	....	....	5M	4M	....
Niagara Falls, N. Y.	9CC	....	5CM	....	3M	3CC	....
Oak Park, Ill.	10E	None	5E	7M	6E	None	None
Pasadena, Calif.	5E	....	....	....	6CC	None	12CC
Passaic, N. J.	9M	4M	....	....	5M	....	8M
Pawtucket, R. I.	9E	3CC	....	....	7CC	....	....
Portland, Me.	7E	3CC	5CC	None	....	3CC	None
Quincy, Mass.	6E	3M	3M	....	6M	....	5M
Racine, Wis.	7E	....	5M	4M	9M	....	6M
Roanoke, Va.	6CC	....	....	....	10CC	....	....
Rockford, Ill.	11M	....	5E	5M	9M	....	....
Sacramento, Calif.	5CC	None	None	None	None	3CC	6CC
Saginaw, Mich.	7E	....	....	5CC	....	....	7M
St. Joseph, Mo.*	5E	None	3M	3M	9M	None	None
San Jose, Calif.	5CM	....	....	5CM	5CM	3CC	5
Savannah, Ga.	12	3E	5	3E	12	....	....
Schenectady, N. Y.	5M	4E	5M	None	None	3M	None
Shreveport, La.	....	....	5CC	5CC	5CC	3CC	None
Sioux City, Ia.	7E	....	....	....	5	3	21
Springfield, Ill.	7E	....	7E	....	5M	3M	....
Springfield, Mo.	6E	6E	9M	7M	9	4	9
Terre Haute, Ind.*	....	....	4M	3M	....	....	9M
Topeka, Kans.	6E	....	None	5M	9	None	10
Troy, N. Y.	3M	None	5M	None	None	4M	7M
Union City, N. J.	5M	3M	....	....	....	....	....
Waco, Tex.	7E	3CC	3CC	None	12	None	9CC
Waterbury, Conn.	9E	5M	9	7M	12E	None	6M
Wheeling, W. Va.	5E	3E	5M	....	5	3	5
Wilkes-Barre, Pa.	9E	5E	5E	9CC	....	6CC	6CC
Winston-Salem, N. C.*	7CC	....	....	3CC	3CC	....	....
York, Pa.	9E	None	None	....	None	2CC	5CC

TABLE III.—BOARDS IN CITIES OVER 30,000—Continued

City	Board of Education	Board of Assessors	Park Board	Board of Health	Library Board	Civil Service Commission	City Plan Commission
30,000 to 50,000							
Alameda, Calif.	5M	None	None	None	5M	None	5M
Alton, Ill.	7E	None	5M	5M	....	3M	4M
Amsterdam, N. Y.	9E	3E	....	None	15	4M	3M
Anderson, Ind.	....	....	4M	4M	....	....	7M
Arlington, Mass.	9E	3E	3E	3E	6E	....	5E
Auburn, N. Y.	9E	....	....	....	....	4CM	....
Baton Rouge, La.	....	....	....	5M	....	....	....
Battle Creek, Mich.	7E	5CC	None	9	....	None	None
Bay City, Mich.	5E	None	None	5CC	5	None	5CC
Bellingham, Wash.	....	....	5M	3M	5M	3M	....
Bloomfield, N. J.	5M	None	None	5M	5M	None	None
Brookline, Mass.*	9E	3E	3E	5E	12E	None	3E
Chelsea, Mass.	10E	3E	5M	3M	5M	None	None
Chicopee, Mass.*	9E	3E	5M	3CC	3CC	None	5M
Colo. Springs, Colo.	4E	....	6	....	6	3	....
Columbus, Ga.	12CC	3CC	5CC	None	....	....	5CC
Council Bluffs, Ia.	7E	....	3E	....	5M	3M	5M
Cranston, R. I.	10E	3M	5	None	....	....	5
Dubuque, Ia.*	7E	3CC	3E	....	7CC	3CC	3CC
East Cleveland, Ohio	5E	....	....	....	7BE	3CM	6CC
Easton, Pa.*	9E	None	....	....	5BE	....	5CC
Elgin, Ill.	13E	None	None	None	3E	3M	None
Elmira, N. Y.	9E*	....	....	7M	10M	3M	7M
Fitchburg, Mass.	6E	3M	5M	3M	11M	None	None
Fort Smith, Ark.	6E	....	5M	3*	9M	3M	8M
Green Bay, Wis.	6M	....	6M	....	5M	....	6M
Hagerstown, Md.	None	None	5M	3M	None	None	None
Haverhill, Mass.	4E	3CC	5CC	3CC	6CC	....	5CC
High Point, N. C.	5CC	....	10CC	5CC	12CC	....	5CC
Jamestown, N. Y.*	7E	None	None	....	None	3M	5M
Kearny, N. J.	5M	3CC	5CC	7CC	5CC	....	....
Kokomo, Ind.	3CC	....	None	3M	....	....	....
La Crosse, Wis.	8CC	3CC	5CC	3CC	....	....	7CC
Lewiston, Me.	14E	3	3M	....	6	....	....
Lexington, Ky.	....	3CC	5M	6CC	7M	3CC	7M
Lorain, Ohio *	5E	None	3M	5M	7	3M	3M
Lynchburg, Va.	9CC	3*	None	None	None	None	9CC
Marion, Ohio *	5E	....	3M	5M	....	3M	4M
Moline, Ill.	13E	....	....	....	9M	3M	5M
Montclair, N. J.	5M	....	....	....	5M	....	9M
Muncie, Ind.	3CC	2E	4M	3M	9*	....	7M
Muskegon, Mich.	....	5CC	5CC	3CC	....	None	None
Nashua, N. H.	12E	3E	3M	3M	7	....	3
Newark, Ohio	4E	....	....	4M	....	3M	....
New Brunswick, N. J.	5M	3CC	None	....	5M	....	None
Newburgh, N. Y.	9E	....	....	....	....	3	....
New Castle, Pa.	....	....	....	....	5CC	5CC	5CC
Norristown, Pa.	9E	12E	None	5M	None	None	None
Norwalk, Conn.*	9E	2M	....	9M	....	....	....
Ogden, Utah	5E	....	....	....	9CC	3CC	....
Oshkosh, Wis.*	8E	....	7M	7M	9M	....	5M
Paducah, Ky.	5	3	3	7	5	....	5
Pensacola, Fla.	....	....	3CC	....	....	3	....
Plainfield, N. J.	5	4M	....	5M	9	....	....
Port Huron, Mich.	7E	....	....	....	4CC	....	....
Portsmouth, Ohio	5E	....	3M	5M	5CM	....	3
Poughkeepsie, N. Y.	6M	....	....	5M	5M	3M	5M
Quincy, Ill.	7E	....	12M	3	9	None	None
Revere, Mass.	6E	6E	3M	3M	3M	....	5M
Richmond, Ind.	3CC	None	....	3M	3*	None	4M

TABLE III.—BOARDS IN CITIES OVER 30,000—Continued

City	Board of Education	Board of Assessors	Park Board	Board of Health	Library Board	Civil Service Commission	City Plan Commission
Rock Island, Ill.	5E	....	5M	4M	9M	3M	None
Rome, N. Y.	6	4	....	....	....	4	5
St. Petersburg, Fla.	....	None	None	None	....	3	....
Salem, Mass.*	7E	3M	5M	3M	7M	....	5M
San Bernardino, Calif.	....	....	....	4M	5M	3M	7M
Santa Ana, Calif.	5E	None	None	5CC	5CC	None	6CC
Santa Barbara, Calif.*	5E	None	5M	6	5	None	6M
Santa Monica, Calif.	5E	None	None	None	3CC	None	9CC
Sheboygan, Wis.*	8E	None	None	6M	8M	None	6M
Sioux Falls, S. D.	5E	None	5CC	3CC	5CC	None	None
Stamford, Conn.*	9E	....	6M	6M	None	None	None
Steubenville, Ohio	5E	3	5	5	5	3	5
Stockton, Calif.	5E	....	....	....	....	....	5CC
Superior, Wis.	8E	None	3M	3M	11M	6M	None
Tucson, Ariz.	3E	....	7M	4M	5M	3M	7M
Waltham, Mass.	6E	3M	5M	5M	6M	....	5CC
Warren, Ohio	....	....	4M	4M	....	5M	5M
Waterloo, Ia.*	6E	6CC	3E	7M	5M	3M	....
Watertown, Mass.	7E	3E	3E	3E	7E	....	....
Watertown, N. Y.	9M	2CM	....	....	10M	4M	....
West Allis, Wis.*	7E	....	5M	3	6M	....	7
West New York, N. J.	5M	3CC	....	5CC	....	....	....
White Plains, N. Y.	5E	....	5	....	5	3	5
Wichita Falls, Tex.	7E	....	....	....	9CC	....	....
Williamsport, Pa.	9E	....	5CC	....	9	3M	7M
Wilmington, N. C.	3*	3*	None	5*	3CC	3CC	....
Woonsocket, R. I.	....	3CC	....	....	3CC	....	....
Zanesville, Ohio	....	....	3M	....	....	3M	....

NOTES ON BOARDS AND COMMISSIONS IN CITIES OVER 30,000

BERKELEY, CALIFORNIA: The board of health, appointed by the manager, is of an advisory nature rather than administrative.

BROOKLINE, MASSACHUSETTS: In addition, there are an elected water board of three; an elected committee on planting trees of three; an elected board of six for Walnut Hill Cemetery; a gymnasium and baths commission appointed by mayor; a playground commission of five appointed by mayor; and a board of appeal of three appointed by chairman of board of selectmen.

BUFFALO, NEW YORK: The board of review for assessments of three members consists of the mayor, president of the council, and comptroller. A board of social welfare of five members is appointed by the mayor.

CHICAGO: There are three large park districts and nineteen smaller districts, each with a separate board of commissioners.

CHICOPEE, MASSACHUSETTS: There are also a board of public welfare of three; a board of water commissioners of three; a board of electric light commissioners of three; and a board of license commissioners of three, all appointed by the mayor.

CINCINNATI, OHIO: Of the library board of seven members, four are appointed by the county commissioners and three by the court of common pleas; of the three members of the civil service commission one is appointed by the board of education, one by the University of Cincinnati, and one by the mayor. The city planning commission is composed of the city manager, one councilman, and five members appointed by the mayor. Nine members of the board of directors of the University of Cincinnati are appointed by the mayor, and a recreation commission of five members is composed of three persons appointed by the mayor, one by the board of education, and one by the park board.

CLEVELAND, OHIO: A library board of five members is appointed by the probate court and the school board.

CLEVELAND HEIGHTS, OHIO: The library board is appointed by the county commissioners.

DALLAS, TEXAS: A radio commission of three members is appointed by the city manager, and a board of police and fire pension of seven by the city council.

DENVER, COLORADO: The park board is the Mountain Park Advisory Board of seven members appointed by the manager of improvements and

parks; the board of health of five members is appointed by the manager of health and charity; the civil service commission of three members is appointed by the judges of the district court; and there is an executive committee of fifteen members appointed by the mayor.

DUBUQUE, IOWA: A dock board of three members and a recreation commission of seven are appointed by the city council.

DURHAM, NORTH CAROLINA: The library, health, and city planning boards are appointed by the city council and county commissioners jointly.

EAST CHICAGO, INDIANA: The mayor also appoints a board of public works of three and a board of public safety of three members.

EASTON, PENNSYLVANIA: A police civil service commission of three, a fire civil service commission of three, a shade tree commission of three, and a zoning board of appeals of three are appointed by the council.

EL PASO, TEXAS: The board of health of five members is appointed as follows: one by the mayor, one by the commissioner's court, one by the county medical society, one by the dental society, and one jointly.

FALL RIVER, MASSACHUSETTS: The board of assessors is appointed by a board of finance appointed by the governor. A police board is appointed by the governor. A water board of three members and a welfare board of seven members are appointed by the manager.

FORT SMITH, ARKANSAS: Two members of the board of health are elected and one is appointed by the mayor.

GARY, INDIANA: The library board is appointed by the city council, the judges of the circuit court, and the school board. Of the seven members of the planning commission, three are appointed by the mayor, and the others are ex-officio members.

JAMESTOWN, NEW YORK: A board of welfare of nine and a board of public utilities of seven are appointed by the mayor.

LANSING, MICHIGAN: A board of water and electric light commissioners of eight and a board of police and fire commissioners of eight members are appointed by the mayor and council.

LONG BEACH, CALIFORNIA: A recreational commission of nine members consisting of three ex-officio members and six others is appointed by the ex-officio members; a board of police and fire pensions of three appointed by the mayor; an aviation commission of five appointed by the mayor; a board of electrical examiners of four appointed by the council; and the following boards appointed by the city manager: board of water commissioners, five; board of plumbing examiners, five; board of harbor commissioners, five; and green committee, five.

LORAIN, OHIO: A port commission of five members is appointed by the mayor who also appoints a board of sinking fund trustees of six.

LOS ANGELES, CALIFORNIA: The mayor also appoints a fire commission, police commission, art commission, playground commission, humane commission, building and safety commission, harbor commission, board of public utilities, each with five members, and housing commission of fifteen.

LYNCHBURG, VIRGINIA: The board of assessors of three is appointed by the corporation court.

MADISON, WISCONSIN: A board of water commissioners of five, a rivers and lakes commission of eight most of whom are appointed by the council, a board of review of three appointed by the council, and a board of sewage commissioners of three appointed by the court.

MARION, OHIO: A hospital commission of four is appointed by the mayor.

MILWAUKEE, WISCONSIN: The twenty-six members of the board of assessors are appointed by the city service commission; an industrial education board of five members is appointed by the school board; there is an ex-officio board of estimate of eleven members; and a central board of purchase of seven members is appointed by the law department. Boards appointed by the mayor are: public land commission, five; board of assessments, three; harbor commission, five; election commission, three; sewerage commission, five; public debt commission, three; safety commission, fifteen; Fourth of July commission, sixteen; board of appeals, five; fire and police commission, five; motion picture board, eleven; municipal Christmas tree commission, eleven; art commission, six; municipal auditorium board, eleven; and museum board, nine.

MINNEAPOLIS, MINNESOTA: Three of the fifteen members of the park board are ex-officio, and twelve are elected. Three members of the library board are ex-officio and six elected. Five members of the city planning commission are ex-officio and four appointed by the mayor. Four members of the board of public welfare are appointed and three are ex-officio. Two members of the board of estimate and taxation are elected and five are ex-officio. The three members of the board of sinking fund commissioners are ex-officio.

MUNCIE, INDIANA: A library board of nine is made up of two appointed by the mayor, two by the circuit court judges, four by the council, and one is elected. There is also a sinking fund commission of three members appointed by the mayor.

NASHVILLE, TENNESSEE: A board of hospital commissioners of seven is appointed by the mayor.

NEW BRITAIN, CONNECTICUT: The mayor also appoints a board of water commissioners of six, board of police commissioners of four, board of fire commissioners of four, board of finance and taxation of twelve, municipal garage commission of four, and cemetery committee of three.

NEW HAVEN, CONNECTICUT: The mayor also appoints a board of finance of six.

NEW ORLEANS, LOUISIANA: There are three park commissions; a public belt railroad commission of seventeen members, a board of liquidation of city debt of nine members; a sewerage and water board of thirteen members; a police board; a board of fire commissioners; a board of pensions and asylums; an auditorium commission; a playground commission, and about thirty-two other boards of lesser importance.

NEW YORK CITY: An armory board of seven members is elected; an art commission of ten, a board

of child welfare of ten, a board of election of four members are appointed by the board of aldermen; a board of estimate and apportionment of eight officials serve ex-officio; and an examining board of plumbers of five, a parole commission of five, a board of standards and appeals of five, a teachers' retirement board of seven, a board of transportation of three, and a board of water supply of three—all appointed by the mayor.

NORWALK, CONNECTICUT: A board of estimate of six and a board of public safety of four are appointed by the mayor.

OSHKOSH, WISCONSIN: The mayor also appoints the following boards: cemetery board, six; museum board, six; police and fire commission, five; water board, five; and board of appeals, five.

PATERSON, NEW JERSEY: A board of finance consisting of the city clerk and four members is appointed by the mayor; a board of recreation of five, sinking fund commission of five, board of adjustment of five, a board of standards and appeals of five, and a pension fund commission of five are all appointed by the mayor.

PHILADELPHIA, PENNSYLVANIA: The board of education and the park board are appointed by the common pleas court; the board of health is appointed by the director of public health.

PITTSBURGH, PENNSYLVANIA: The board of education is appointed by the judges and there is a board of water assessors of three appointed by the mayor.

RICHMOND, INDIANA: Of the library board of three members, one is appointed by the council, one by the township trustees, and one by a library committee.

RICHMOND, VIRGINIA: A board of assessors of three members is appointed by Hustings court; an advisory board of health and parks of four is appointed by the mayor; a library board of nine members consists of four officials who act as ex-officio members and five appointed by the mayor.

ROCHESTER, NEW YORK: Five members of the board of trustees of the public library are appointed by the city manager and the president of the board of education is ex-officio member. Five members of the board of zoning appeals are appointed by the mayor, and a municipal museum commission of three members is appointed by the city manager.

ST. JOSEPH, MISSOURI: The mayor also appoints an aviation board of four members, a motion picture censor board of three, and a welfare board of six members. The governor of the state appoints a police board of three members.

ST. LOUIS, MISSOURI: The city plan commission includes five city officials who act as ex-officio members. An efficiency board of three members is appointed by the mayor. There is a board of engineers consisting of two members appointed by the board of public service and the chief inspector of boilers and elevators is an ex-officio member. The board of examiners and plumbers consists of two members appointed by the director of public safety and the health commissioner who serves as chairman and is an ex-officio member. The mayor also appoints a board of adjustment of five members, a board of children's guardians of twelve members, a board of trustees of the police pension system of seven members, the city airport commission of ten members, a city wrestling commission of seven members, zoölogical board of control of nine members, an art commission of six, a municipal auditorium commission of eighteen members, a board of equalization of three, and a board of merchants' and manufacturers' tax equalization of three. Ex-officio boards are: board of public safety, board of estimate and apportionment, board of parole, and board of standardization.

SALEM, MASSACHUSETTS: The mayor also appoints the board of registrars, four; trustees of Plummer Farm School, ten; licensing board, three; trustees of Low Educational Fund, three; board of control, three; board of trust fund commissioners, five; board of appeals, three; and board of cemetery commissioners, three.

SAN DIEGO, CALIFORNIA: Four members of the city planning commission are appointed by the manager, three by the council, and the city engineer and city attorney are ex-officio members; the city manager also appoints a harbor commission of three, public safety commission of five, social welfare commission of five, water commission of three, and board of examiners and appeals of seven. The mayor appoints a board of electrical examiners of three and a board of examiners of stage electricians of three. The city council appoints the board of air control of three and board of mechanical engineers of three. Of the five members of the playground commission two are appointed by the manager, two by the board of education, and one by the park commission. Of the seven members of the employees' retirement board the council appoints one insurance representative, one banker, and three are selected by the employees.

SAN FRANCISCO, CALIFORNIA: The mayor also appoints: board of permit appeals, five; recreation commission, seven; board of trustees of war memorial, eleven; art commission, ten; public utilities commission, five; trustees of memorial museum, eleven; and trustees of California Palace of Legion of Honor, eleven.

SANTA BARBARA, CALIFORNIA: The mayor also appoints a recreation commission of five members, a police and fire commission of three, a police and fire pension commission of three, water commission of three, and a board of harbor commissioners of five.

SCRANTON, PENNSYLVANIA: A zoological commission of five, a board of zoning appeals of three, and a shade tree commission of four are appointed by the mayor. Of the fifteen members of the library board nine are appointed by the mayor, three by the chamber of commerce, and three by the president judge.

SHEBOYGAN, WISCONSIN: The mayor also appoints a police and fire commission of five, cemetery

commission of three, harbor commission of three, and a board of appeals of five members. The council appoints three members to a board of water commissioners, and the school board appoints four persons to a board of adjustment commission.

SOMERVILLE, MASSACHUSETTS: The mayor appoints the board of election commissioners of three, licensing commission of three, board of appeals of five, board of public welfare of three, and a retirement board of three members.

STAMFORD, CONNECTICUT: The board of finance for the town and city appoints a board of taxation of four members.

TAMPA, FLORIDA: A hospital board of five members, a board of public relations of five members, and a recreation board of five members are appointed by the mayor.

TERRE HAUTE, INDIANA: The mayor also appoints a board of safety of three, a board of public works of three, and an aviation commission of four.

TULSA, OKLAHOMA: The board of commissioners appoints a board of juvenile home of four members, a board of cemetery commissioners of three, and a board of adjustment of four.

WASHINGTON, D. C.: The National Capital Park and Planning Commission acts as the park board and planning commission for the District of Columbia, and the Civil Service Commission handles personnel administration for the District. The board of education of nine is appointed by the supreme court justices of the District.

WATERLOO, IOWA: A playground commission of five is appointed by the mayor; a river front commission of three elected; a board of waterworks trustees of three appointed by the mayor.

WEST ALLIS, WISCONSIN: Other boards are: a board of review of six members, consisting of three aldermen, the mayor, clerk, and assessor; a board of health consisting of three councilmen serving as a standing committee; the city planning commission of seven, composed of one alderman, three citizens appointed by the mayor, city engineer, the president of the park board, and mayor; a police and fire commission of five appointed by the mayor; a market commission of four appointed by the mayor; and a vocational school board of five members.

WILMINGTON, DELAWARE: The board of education is appointed by the local judges. Of the seventeen members of the library board ten are selected by the board itself and seven city officials act as ex-officio members.

WILMINGTON, NORTH CAROLINA: The boards of education and city assessors are appointed by the county commissioners, the board of health by the city and county commissioners, and the other boards by the city commissioners.

WINSTON-SALEM, NORTH CAROLINA: The board of aldermen also appoints a board of zoning adjustment of five, a hospital commission of seven, and a sinking fund commission of three members.

Directories of City Officials

THIS section contains a directory of sixteen municipal officials in all of the 310 cities of over 30,000 population, together with data on salary trends since 1930; whether officials are elected or appointed; and the number of years' service in present position. The officials included in the directory are: mayor, city clerk, city attorney, director of finance, chief accounting officer, city assessor, city treasurer, purchasing agent, health officer, fire chief, police chief, city engineer, director of public works, director of public welfare, superintendent of schools, and librarian. A directory giving similar data for the same officials in 332 council-manager cities of less than 30,000 population (Table IX) follows the directory for larger cities. City managers for all manager cities are listed in a separate directory (Table X).

A study of salary trends of these city officials between January, 1930 and January, 1934 shows that the larger percentages of reduction occurred in the smaller cities, the average reduction for all officials in cities of over 500,000 population being only 2.1 per cent, while the reduction for officials in cities of less than 30,000 population is about 18 per cent. The salary cuts for the various officials for all cities ranged from a low of 10.6 average per cent for directors of finance to a high of 23.4 average per cent for city managers, the average reduction for all officials being about 14 per cent for the four-year period. The officials who, next to the city managers, bore the heaviest salary cuts are: city engineers, 17.4 per cent; city clerks, 15.8 per cent; city assessors, 15.4 per cent; librarians, 15 per cent; and health officers, 14.8 per cent (Tables V, VI, and VII).

The mayor is elected in all cities, and the director of finance ranks next, being elected in 46 per cent of the cities over 30,000 that report such an official. The city treasurer is elected in 42 per cent of the cities reporting, and the city clerk and chief accounting officer are elected in slightly over one-fifth of the cities. The city manager, fire chief, and librarian are always appointed, as are practically all of the purchasing agents, health officers, police chiefs, city engineers, and superintendents of schools.

The length of service of all officials in the cities of over 30,000 population ranges from a few days to fifty-seven years, with an average tenure for all officials of 6.9 years. The record of fifty-seven years in one position is held by a librarian, and the librarians as a group also hold the record for the longest tenure of office with an average of 12.2 years for the 304 librarians in their present positions. The fire chiefs are second with an average tenure of 9.6 years; school superintendents are third with an average of

nine years; and city engineers are fourth with an average of eight years' service in the positions they were holding in January, 1934. The shortest tenure of office is held by the mayor, with an average of 3.4 years. An analysis of tenure by forms of government shows that the average tenure for all officials in mayor-council cities is 6.5 years; in commission-governed cities, 7.4 years; and in council-manager cities, 7.2 years. The average tenure of officials is shown in Table IV.

Table IV

AVERAGE TENURE IN PRESENT POSITION OF OFFICIALS IN CITIES OVER 30,000 POPULATION AS OF JANUARY 1, 1934

Title of Official	Form of Government: Mayor-Council		Commission		Council-Manager		General Summary	
	Number Cities Reporting	Average Tenure in Years	Number Cities Reporting	Average Tenure in Years	Number Cities Reporting	Average Tenure in Years	Total Number Cities Reporting	Average Tenure in Years
Mayor	157	3.1	80	4.7	69	2.4	306	3.4
City Clerk	139	6.7	65	8.0	68	7.6	272	7.3
City Attorney	147	3.5	71	5.6	67	5.9	285	4.6
Director of Finance	27	5.4	53	5.2	31	4.8	111	5.1
Chief Accounting Officer	124	6.4	59	9.6	55	7.2	238	7.4
City Assessor	69	6.2	34	9.6	42	7.3	145	7.3
City Treasurer	139	5.4	63	7.2	60	6.7	262	6.1
Purchasing Agent	68	4.5	36	5.3	61	5.7	165	5.1
Health Officer	130	7.0	65	7.9	60	7.1	255	7.2
Fire Chief	132	7.9	64	10.5	64	12.4	260	9.6
Police Chief	133	7.3	63	5.9	64	7.5	260	7.0
City Engineer	126	8.4	65	7.7	62	7.6	253	8.0
Director of Public Works	87	4.2	44	6.1	40	7.3	171	5.4
Director of Public Welfare	62	4.8	26	3.5	39	4.9	127	4.6
Superintendent of Schools	117	8.8	64	8.9	52	9.7	233	9.0
Librarian	126	13.0	45	12.0	46	10.1	217	12.2
Average		6.5		7.4		7.2		6.9

Analysis of Positions in Cities Over 30,000[1]

Mayor. The mayor is always elected by the people. In most council-manager cities he is not elected as mayor but is selected by the council from its own membership. His title may be president of the council, chairman of the council, and, in commission-governed cities, he generally is either commissioner of finance and accounts or commissioner of fire and police. The average tenure of office for mayors in cities of over 30,000 population in January, 1934, is 3.4 years. Mayor Charles L. Ashley of New Bedford, Massachusetts, with thirty years as mayor in that city, holds the longest record. Other mayors with long tenures include: George W. Burnside, Sioux Falls, South Dakota, twenty-six years; Frank J. Murray,

[1] References to salary trends also include cities of less than 30,000 population (Tables V, VI, and VII).

Orange, New Jersey, twenty-five years; Frank C. Cain, Cleveland Heights, Ohio, twenty years; and W. H. Bynum, Baton Rouge, Louisiana, and Daniel W. Hoan, Milwaukee, Wisconsin, each with eighteen years' tenure as mayor. The average salary of mayors in January, 1934, is 13.7 per cent below that of January, 1930, including the salaries of mayors in the cities under 30,000.

City Manager. The city manager is always appointed by the council, and there are very few variations in title. City managers received the largest reduction in salary during the last four years, the average reduction for all managers being 23.4 per cent since 1930. The average tenure of service of city managers, including all council-manager cities is 4.7 years. The longest tenure in manager cities of over 30,000 is held by W. P. Hunter of Roanoke, Virginia, with fifteen years' service; in cities under 30,000, T. W. McMillan of Mt. Pleasant, Iowa, holds the record with eighteen years' tenure in the managership of that city. The directory of council-manager cities and city managers (Table X) follows the directory of officials in cities of less than 30,000 population.

City Clerk. Of the 303 city clerks reported, sixty-four, or 18 per cent, are elected by the people, and the remainder appointed by the mayor, city council, or city manager. Other titles reported are: clerk of the council, city secretary, city chamberlain, city messenger, and city recorder. The average length of service for all city clerks is 7.3 years, with Joseph Atwill holding the record with thirty-six years as city clerk of Lynn, Massachusetts. The average salary of city clerks decreased 15.8 per cent between 1930 and 1934.

City Attorneys. Of the 308 cities reporting the names of city attorneys, thirty, or 10 per cent, are elected and the remainder appointed. Other titles reported are: corporation counsel, city counselor, city solicitor, and director of law. The average length of service of city attorneys is 4.6 years, with A. A. Cochran of Chester, Pennsylvania, holding the record with thirty-nine years of service. The average salary of city attorneys decreased 13 per cent between 1930 and 1934.

Director of Finance. Of the 136 cities reporting this officer, sixty-two, or 46 per cent, are elected. Of the seventy-four who are appointed thirty-three are in cities with the council-manager plan. Five other cities report that the city auditor performs the duties of director of finance and eleven other cities report that the comptroller performs such duties. In a number of commission-governed cities, the commissioner of accounts and finance acts as director of finance. Other titles reported were: city comptroller, city controller, manager of revenue, superintendent of finance, and chairman of finance committee. The average length of service of directors of finance is 5.1 years. George W. Burnside of Sioux Falls,

South Dakota, with twenty-six years of service, holds the record for the longest tenure of office. The average salary decreased 10.6 per cent in the last four years.

Chief Accounting Officer. The chief accounting officer is elected in sixty-five, or 23 per cent, of the 284 cities reporting this official. In 105 cities the functions of chief accounting officer are performed by the city auditor, and in 101 other cities by the city comptroller (or city controller). Twenty-two cities report that the auditor is elected; and thirty-seven other cities report elected controllers. Other titles reported are: auditor of accounts, and finance commissioner. The average length of service of the chief accounting officer is 7.4 years. Robert M. Copeland of Revere, Massachusetts, holds the record with thirty-five years of service. The average salary of chief accounting officers is 12.3 per cent less than in 1930.

City Assessor. The city assessor is elected in thirty-six, or 20 per cent, of the 167 cities reporting. Thirty-nine other cities report boards of assessors varying in size from two to twelve members. In many cities not reporting assessors this function is handled by the county. The average length of service of assessors is 7.3 years. George B. Hurlburt, of Worcester, Massachusetts, who has been city assessor for thirty-six years, holds the record among assessors. The average salary decreased 15.4 per cent between 1930 and 1934.

City Treasurer. This official is elected in 123, or 42 per cent, of the 289 cities reporting. Other titles are: collector of taxes, and city collector. The average length of service of city treasurers at the end of 1933 was 6.1 years, with John McGrath of Elizabeth, New Jersey, holding the record with forty years service. The average salary is 12.1 per cent less than in 1930.

Purchasing Agent. The purchasing agent is elected in only eight of the 184 cities reporting such an official. Other titles reported are: secretary of board of contract and supply, superintendent of supplies, and clerk of purchasing commission. The average length of service of purchasing agents in the positions they are now holding is 5.1 years, and the average salary is 13 per cent less than in 1930. Thomas C. Thorne of Battle Creek, Michigan, has served as purchasing agent for thirty years, the longest tenure reported.

Health Officer. The health officer is elected in but five of 295 cities reporting. Other titles are: commissioner of health, agent of board of health, city physician, health superintendent, director of public health, and sanitary engineer. The average length of service of health officers is 7.2 years, and the average salary in 1934 is 14.8 per cent less than in 1930. W. G. Kirschbaum of New Bedford, Massachusetts, and L. J. Richards of Elizabeth, New Jersey, with thirty-five years of service each, are tied for the longest record.

Fire Chief. The fire chief is appointed in all of the cities of over 30,000 population. Other titles reported are: director of public safety, and fire commissioner. The average length of service of fire chiefs is 9.6 years, with Chief Louis Bausch of Newark, Ohio, holding the record with fifty-three years' service. The average salary of fire chiefs in 1934 is 12.4 per cent less than in 1930.

Police Chief. Only three of the 310 cities of over 30,000 population elect the police chief: Laredo, Texas; Santa Ana, California; and Savannah, Georgia. Other titles reported are: director of public safety, superintendent of police, and police commissioner. The average length of service of police chiefs is seven years, with Chief Michael J. Healy having the longest tenure with forty-two years as chief of Manchester, New Hampshire. The average salary decreased 12.8 per cent between 1930 and 1934.

City Engineer. The city engineer is elected in but four of the three hundred cities reporting this official: Atlanta, Georgia; East St. Louis, Illinois; Fresno, California; and Providence, Rhode Island. Other titles reported are: highway commissioner, superintendent of streets, chief engineer, and director of streets and public improvements. The average length of service of city engineers is eight years, with the longest tenure held by John Jones of Lewiston, Maine, with fifty years' service as city engineer in that city. The average salary of city engineers is 17.4 per cent less than in 1930.

Director of Public Works. The director of public works is elected in forty-five, or 16 per cent, of the 291 cities reporting. Other titles reported are: director of public service, manager of improvements and parks, and president of board of public works. Nine cities reported boards of public works. The average length of service of the director of public works is 5.4 years, with Phil Carlin of Sioux City, Iowa, holding the record with a tenure of forty-three years. The average salary of directors of public works is 12.8 per cent less than in 1930.

Director of Public Welfare. The director of public welfare is elected in sixteen, or 6 per cent, of the 253 cities reporting this official. Other titles reported are: city almoner, agent of public welfare, director of charities, overseer of the poor, supervisor of public welfare, manager of health and charity, superintendent of social welfare, and welfare officer. The average length of service of the public welfare director is 4.6 years, and Percy R. Horton of Portland, Maine, holds the record with twenty-five years' service. The average salary of welfare directors in 1934 is 13.2 per cent less than that of 1930.

Superintendent of Schools. The superintendent of schools is elected in four of the 303 cities reporting this official: Danville, Illinois; Lexington,

Kentucky; Quincy, Massachusetts; and Wheeling, West Virginia. The average length of service is nine years, and the record for the longest tenure is held by Lawton B. Evans of Auburn, New York, with fifty-two years' service as superintendent in that city. The average salary of school superintendents in 1934 is 14.2 per cent less than in 1930.

City Librarian. The city librarian is appointed in all of the 304 cities reporting such officials. The average length of service is 12.2 years, with Ellen Gale of Rock Island, Illinois, holding the record with fifty-seven years' service as city librarian, the longest tenure reported by any official in all of the cities of over 30,000 population. The average salary of librarians in 1934 is 15 per cent less than in 1930.

Table V

AVERAGE SALARIES OF CITY OFFICIALS IN CITIES OF OVER 30,000 POPULATION SHOWN BY POPULATION GROUPS

The figure in parenthesis after salary indicates the number of cities reporting

Title of Official	Over 500,000		300,000 to 500,000		200,000 to 300,000		100,000 to 200,000		50,000 to 100,000		30,000 to 50,000	
	Jan. 1930	Jan. 1934	Jan. 1930	Jan. 1934	Jan. 1930	Jan. 1934	Jan. 1930	Jan. 1934	Jan. 1930	Jan. 1934	Jan. 1930	Jan. 1934
Mayor	$14,484 (13)	$14,300 (13)	$ 5,312 (8)	$ 4,666 (9)	$6,330 (10)	$ 4,822 (12)	$5,257 (45)	$4,717 (46)	$4,102 (75)	$3,372 (83)	$2,594 (86)	$2,317 (96)
City Manager			20,000 (3)	13,800 (3)	9,600 (1)	10,469 (3)	10,360 (10)	6,361 (11)	8,215 (19)	5,979 (29)	7,381 (22)	5,865 (24)
City Clerk	6,560 (10)	6,365 (10)	4,320 (7)	4,174 (8)	3,962 (12)	3,332 (13)	3,613 (44)	3,052 (43)	3,307 (78)	2,787 (82)	2,760 (84)	2,456 (91)
City Attorney	9,989 (11)	10,655 (12)	7,980 (10)	6,760 (10)	5,791 (12)	4,991 (13)	5,294 (47)	4,482 (47)	3,848 (79)	3,327 (90)	2,890 (88)	2,678 (98)
Director of Finance	10,450 (6)	9,814 (7)	7,500 (3)	6,612 (4)	4,483 (6)	3,980 (8)	4,062 (16)	3,538 (16)	3,773 (30)	3,390 (35)	2,887 (24)	2,496 (28)
Chief Accounting Officer	6,743 (11)	6,688 (12)	6,337 (8)	5,240 (8)	4,946 (9)	4,353 (10)	4,415 (41)	3,852 (42)	3,490 (64)	3,092 (71)	2,868 (53)	2,537 (61)
City Assessor	5,280 (5)	5,117 (5)	4,525 (4)	4,425 (5)	4,175 (4)	4,502 (4)	4,174 (28)	3,576 (29)	3,286 (51)	2,772 (55)	2,532 (49)	2,335 (55)
City Treasurer	8,189 (11)	7,949 (11)	4,866 (6)	4,038 (7)	3,533 (6)	3,043 (6)	3,788 (39)	3,308 (39)	3,219 (61)	2,886 (64)	2,408 (68)	2,143 (79)
Purchasing Agent	7,000 (11)	7,304 (13)	4,855 (9)	4,091 (10)	3,677 (9)	2,890 (11)	3,156 (26)	2,750 (23)	2,660 (29)	2,286 (34)	2,380 (15)	2,066 (16)
Health Officer	8,225 (12)	8,305 (13)	7,126 (9)	5,905 (9)	5,060 (10)	4,348 (11)	4,273 (42)	3,721 (44)	3,480 (74)	2,908 (88)	2,497 (77)	2,075 (89)
Fire Chief	6,849 (12)	6,817 (13)	5,270 (9)	4,710 (9)	4,539 (10)	3,962 (10)	4,009 (45)	3,534 (47)	3,543 (77)	3,006 (87)	2,881 (85)	2,514 (93)
Police Chief	7,279 (12)	7,203 (13)	5,303 (9)	4,721 (9)	4,593 (10)	3,895 (11)	4,074 (44)	3,601 (46)	3,625 (79)	3,083 (91)	2,993 (85)	2,636 (94)
City Engineer	8,220 (10)	7,686 (11)	7,277 (9)	4,939 (9)	4,910 (10)	4,483 (11)	4,752 (41)	4,068 (42)	4,481 (72)	3,546 (83)	3,396 (77)	2,873 (84)
Director of Public Works	8,500 (9)	8,235 (11)	6,666 (6)	5,803 (8)	5,375 (4)	4,840 (5)	4,628 (33)	3,882 (31)	4,185 (44)	3,546 (48)	2,918 (33)	2,641 (37)
Director of Public Welfare	6,900 (8)	6,698 (9)	6,300 (5)	5,790 (5)	4,300 (5)	3,841 (5)	4,086 (22)	3,693 (22)	2,965 (23)	2,659 (30)	2,458 (26)	2,141 (30)
Superintendent of Schools	12,981 (11)	11,737 (12)	11,342 (7)	8,692 (7)	8,133 (9)	7,625 (9)	7,820 (34)	6,636 (33)	7,598 (45)	6,431 (50)	5,955 (56)	5,283 (66)
Librarian	6,950 (8)	6,428 (8)	7,500 (8)	6,035 (9)	4,002 (8)	3,676 (9)	4,131 (35)	3,579 (35)	3,093 (48)	2,485 (55)	2,348 (56)	2,119 (62)

Table VI

AVERAGE SALARIES OF CITY OFFICIALS IN CITIES OF LESS THAN 30,000 POPULATION SHOWN BY POPULATION GROUPS

The figure in parenthesis after salary indicates the number of cities reporting

Title of Official	20,000 to 30,000		10,000 to 20,000		5,000 to 10,000		Under 5,000	
	Jan. 1930	Jan. 1934	Jan. 1930	Jan. 1934	Jan. 1930	Jan. 1934	Jan. 1930	Jan. 1934
Mayor	$ 726 (14)	$ 736 (17)	$ 484 (40)	$ 492 (45)	$ 438 (42)	$ 338 (45)	$ 233 (46)	$ 224 (52)
City Manager	5,681 (22)	4,421 (25)	4,803 (63)	3,780 (72)	4,069 (72)	3,091 (81)	2,813 (68)	2,329 (71)
City Clerk	2,451 (20)	1,920 (22)	2,340 (60)	1,848 (64)	2,028 (61)	1,655 (63)	1,199 (52)	975 (59)
City Attorney	2,497 (23)	2,133 (25)	1,566 (55)	1,338 (66)	1,089 (64)	903 (68)	536 (51)	492 (57)
Director of Finance	2,940 (5)	2,458 (6)	2,600 (5)	2,322 (5)	2,733 (3)	2,240 (4)	50 (1)	50 (1)
Chief Accounting Officer	2,399 (11)	2,051 (13)	1,800 (17)	1,512 (20)	1,880 (12)	1,478 (12)	707 (7)	405 (6)
City Assessor	2,562 (16)	1,990 (17)	2,460 (24)	2,018 (26)	1,348 (27)	997 (28)	701 (9)	359 (14)
City Treasurer	2,115(17)	1,834 (17)	1,730 (38)	1,437 (39)	1,394 (40)	1,247 (43)	581 (39)	430 (42)
Purchasing Agent	2,500 (6)	1,898 (8)	2,584 (5)	2,152 (5)	4,700 (2)	3,750 (2)	2,400 (1)	2,160 (1)
Health Officer	2,241 (20)	1,892 (23)	1,664 (54)	1,338 (59)	848 (52)	740 (56)	290 (30)	280 (40)
Fire Chief	2,630 (23)	2,267 (25)	2,113 (60)	1,762 (66)	1,425 (56)	1,201 (55)	757 (37)	649 (38)
Police Chief	2,625 (21)	2,347 (25)	2,426 (63)	2,027 (68)	2,039 (68)	1,664 (72)	1,556 (59)	1,396 (62)
City Engineer	3,296 (19)	2,557 (21)	2,696 (34)	2,242 (35)	2,272 (22)	1,658 (20)	1,920 (5)	1,536 (6)
Director of Public Works	1,500 (4)	1,800 (5)	2,806 (22)	2,099 (26)	2,376 (13)	1,986 (13)	1,725 (4)	1,582 (4)
Director of Public Welfare	2,000 (1)	1,663 (1)	1,377 (8)	1,075 (10)	1,533 (3)	1,086 (5)	.....	.....
Superintendent of Schools	5,446 (14)	4,320 (15)	4,538 (29)	3,834 (30)	3,914 (27)	3,143 (24)	3,767 (22)	3,100 (23)
Librarian	2,096 (13)	1,806 (15)	1,636 (30)	1,452 (34)	1,541 (40)	1,283 (43)	833 (16)	799 (19)

Table VII

PERCENTAGE OF SALARY CHANGES OF CITY OFFICIALS IN AMERICAN CITIES BETWEEN JANUARY 1, 1930 AND JANUARY 1, 1934, BY POPULATION GROUPS

The percentages in this table are based upon the salaries given in Tables V and VI. An asterisk (*) indicates that less than five cities reported salaries and were omitted from the calculation. (I) indicates increases; all other percentages represent decreases.

Title of Official	Over 500,000	300,000 to 500,000	200,000 to 300,000	100,000 to 200,000	50,000 to 100,000	30,000 to 50,000	20,000 to 30,000	10,000 to 20,000	5,000 to 10,000	Under 5,000	Average Per Cent Reduction for All Cities
Mayor	1	12	24	10	18	11	0	(I)2†	23	4	13.7
City Manager	..	*	*	39	27	21	22	21	24	17	23.4
City Clerk	3	3	16	16	16	11	22	21	18	19	15.8
City Attorney	(I)6†	15	14	15	14	10	15	15	17	8	13.0
Director of Finance	6	*	11	13	10	14	16	11	*	*	10.6
Chief Accounting Officer	1	17	12	13	11	12	15	16	21	43	12.3
City Assessor	3	2	*	14	16	8	22	18	26	49	15.4
City Treasurer	3	17	14	13	10	11	13	17	11	26	12.1
Purchasing Agent	(I)4†	16	21	13	14	13	24	17	*	*	13.0
Health Officer	1	17	14	13	16	17	16	20	13	3	14.8
Fire Chief	½	11	13	12	15	13	14	17	16	14	12.4
Police Chief	1	11	15	12	15	12	11	16	18	10	12.8
City Engineer	6	32	9	14	21	15	22	17	27	20	17.4
Director of Public Works	3	13	10	16	15	9	*	25	16	*	12.8
Director of Public Welfare	3	8	11	10	10	13	*	22	29	*	13.2
Superintendent of Schools	10	23	6	15	15	11	21	16	20	18	14.2
Librarian	8	20	8	13	20	10	14	11	17	4	15.0
Average	2.1	17.9	11.4	14.1	15.4	11.7	17.7	18.1	19.9	14.4	

† These increases in average salaries are not due to increases in individual salaries. They are due to some cities reporting 1934 salaries but not those for 1930. The average per cent reduction for purchasing agents would be increased to 16 per cent and that of attorneys to 14 per cent if the increases in cities of over 500,000 were omitted from the calculation.

TABLE VIII-A

DIRECTORY OF CITY OFFICIALS IN ALL CITIES OVER 30,000

Name, length of service, and method of selecting city officials, as reported in January, 1934. Length of service in present position to nearest year is indicated by figure following the name. "E" indicates elected officials; others are appointed. An asterisk (*) indicates less than one year's service in present position. Council-manager cities are indicated by a † sign after the name of the city. See Table X for city manager directory.

City	Mayor (All elected)	City Clerk	City Attorney	Superintendent of Schools	City Librarian
Akron, Ohio	I. S. Myers*	J. M. Bauman	Charles Benner	Thomas W. Gosling	William H. Collins 5
Alameda, Calif.†	William F. Murray 4	D. Elmer Dyer 1	H. Albert George*	William G. Paden 8	Jane I. Curtis 4
Albany, N. Y.	John Boyd Thacher 7	Frank V. Hogan 4	George A. Reilly 6	William Mitchell 12	Elizabeth M. Smith 12
Allentown, Pa.	Fred E. Lewis 2	Joseph A. Schmidt 29	Robert L. Stuart 15	Hiram W. Dodd 18	Isabel McC. Turner 19
Alton, Ill.	Thomas Butler 5	O. Hemphill (E) 7	Virgil Jacoby 1	W. R. Curtis 15	Jane W. Bassett
Altoona, Pa.	John J. McMurray 6	William H. Baird	William B. Manley	R. E. Laramy	Virginia Krick
Amarillo, Tex.†	Ross D. Rogers 2	LeVerne Calhoun 3	Ray C. Johnson 10	William A. McIntosh 12	Ruth E. Delzell
Amsterdam, N. Y.	Arthur Carter 1	John McClumpha 1	Ralph Kurlbaum 2	Wilbur Lynch 10	Mary Lyons 8
Anderson, Ind.	Harry Baldwin 4	Francis Hernon (E) 4	Harry Neff 4	Winfield A. Denny 20	Margaret Wade 15
Arlington, Mass.	Arthur P. Wyman 6	E. Caroline Pierce (E) 11	John L. Murphy 1	Clarence H. Dempsey 2	Lucinda F. Spofford 6
Asheville, N. C.†	Wickes Wamboldt 1	(Mrs.) E. G. Thompson 3	C. E. Blackstock 1	R. H. Latham	Ann Erwin 3
Atlanta, Ga.	James L. Key 4	J. Henson Tatum 4	James L. Mayson (E) 4	W. A. Sutton 4	Jessie Hopkins 4
Atlantic City, N. J.	Harry Bacharach 4	Bertram E. Whitman 5	Anthony J. Siracusa*	Arthur S. Chenoweth 3	Jessie F. Adams
Auburn, N. Y.†	Kirk Bowen 2	Howard J. Lindsley 2	William S. Elder 13	George Barford 11	Theodora Kellogg 13
Augusta, Ga.	Thomas Barrett 3	J. W. Westmoreland	William T. Gary	Lawton B. Evans 52	Isa J. Johnston
Aurora, Ill.	C. M. Bjorseth 3	J. P. Wetz	Merritt J. Little 3	Carl D. Waldo	Julia Fink 10
Austin, Tex.†	Tom Miller*	Hallie McKellar 15	J. Bouldin Rector 25	A. N. McCallum 15	Dorthula Wilcox*
Baltimore, Md.	Howard W. Jackson 4	Eugene Beer 4	R. E. Lee Marshall 4	David Weglein	Joseph L. Wheeler 8
Baton Rouge, La.	W. H. Bynum 18	George F. Brodgen 8	H. P. Breazeale 11	W. B. Hatcher 18	Mae Barrow
Battle Creek, Mich.	J. William Murphy*	Thomas C. Thorne 30	Walter P. North 2	William G. Coburn 35	Adah S. McCutcheon
Bay City, Mich.†	J. H. Nelson 8	G. C. Laing 13	A. W. Black*	G. L. Jenner 12	Isabel A. Ballou 14
Bayonne, N. J.	Lucius F. Donohoe (E) 3	William P. Lee 22	Alfred Brenner 3	Preston H. Smith 18	Mary G. Peters 20
Beaumont, Tex.†	E. A. Fletcher 4	R. Edmonds 10	W. H. Davidson 1	M. E. Moore 15	Kathleen D. Munn 1
Bellingham, Wash.	J. A. Sells*	J. H. Stevenson (E) 8	Hobart S. Dawson (E)*	D. E. Weidman	(Miss) E. B. Carhart 10
Berkeley, Calif.†	E. N. Ament 1	Florence Turner 7	F. C. Hutchinson 3	L. W. Smith 6	Susan Smith 8
Berwyn, Ill.	Maurice M. Shay*	Jerry Jacobson (E) 1	John O. Hruby 3	William Hawkes 10	(Miss) M. Ely 3
Bethlehem, Pa.	Robert Pfeifle 4	Victor E. Tice 4	Daniel L. McCarthy 4	William H. Weiss	Harriet T. Root 11
Binghamton, N. Y.†	Miles M. Smith 2	Robert Badger 2	William L. Lewis 2	D. J. Kelly 21	Helen Stratton 6
Birmingham, Ala.	J. M. Jones, Jr. 8	Eunice S. Hewes 8	W. J. Wynn 12	C. B. Glenn 13	Lila May Chapman 7

Bloomfield, N. J. — Charles H. Demarest 9	J. Cory Johnson 11	Edward C. Pettit 4	E. S. Stover 5	Janet Melvain 8
Bloomington, Ill. — Louis Wellmerling 1	H. J. Bock	Thomas S. Weldon 1	Samuel K. McDowell 14	Nellie E. Parham 34
Boston, Mass. — Frederick W. Mansfield*	Wilfred J. Doyle 5	Henry E. Foley*	Patrick T. Campbell 12	Milton E. Lord 3
Bridgeport, Conn. — Jasper McLevy*		Harry Schwarz*	Worcester Warren 6	Orlando Davis 10
Brockton, Mass. — Horace C. Baker 2	J. Albert Sullivan 3	Lawrence Crowley 1	John F. Scully	Harland Carpenter
Brookline, Mass. — Daniel A. Rollins	Fred B. Richardson (E) 5	Philip S. Parker	Ernest R. Caverley 2	Louisa M. Hooper
Buffalo, N. Y. — George J. Zimmerman*	John W. Wargin 1		Ernest C. Hartwell	Alexander Galt 1
Butte, Mont. — Archie McTaggart 2	P. C. Dineen 2	Edwin M. Lamb 2	J. G. Ragsdale 4	(Miss) E. Horgan 2
Cambridge, Mass. — Richard M. Russell 4	Frederick Burke 13	Edmund L. Twomey 2	Michael J. Fitzgerald 20	Thomas J. Sullivan 8
Camden, N. J. — R. R. Stewart 4	F. Albright 3	E. G. C. Bleakly 3	L. Neulen 2	William Ketler 28
Canton, Ohio — Arthur R. Turnbull 2	Louis E. Deuble 2	W. Bernard Rodgers (E) 2	Jesse H. Mason 5	Emma Geisler
Cedar Rapids, Ia. — W. H. Stepanek 2	L. J. Storey 26	David G. Bleakley 2	A. C. Deamer	E. Joanna Hagey 20
Charleston, S. C. — Burnet R. Maybank 2	Joseph C. Barbot 18	J. Waties Waring 2		
Charleston, W. Va. — R. P. De Van 3	Clyde Jarrett*	Charles Ritchie 7	Fred L. Teal 5	B. von Schlechtendal
Charlotte, N. C.† — Arthur H. Wearn*	L. L. Ledbetter*	Frank Orr 3	H. P. Harding 21	Anne Pierce 11
Chattanooga, Tenn. — E. D. Bass 7		J. W. Anderson (E) 3	William T. Robinson 7	Nora Crimmins 10
Chelsea, Mass. — Lawrence F. Quigley 9	Richard A. Voke 12	Max Wise 2	George C. Francis 5	Esther C. Johnson 13
Chester, Pa. — William Ward, Jr. 6	Benjamin Newsome 17	A. A. Cochran 39	David A. Ward	Gertrude Hewes
Chicago, Ill. — Edward J. Kelly*	Peter J. Brady (E) 3	William H. Sexton 2	William J. Bogan 4	Carl B. Rodin 16
Chicopee, Mass. — Oneil Deroy*	Chas. P. LaRiviere (E)	Napoleon J. Vigeant*	John J. Desmond, Jr.	Anne A. Smith
Cicero, Ill. — Joseph G. Cerny 2	Jerry J. Viterna (E) 2	Edwin V. Turek 1	George A. Schwebel 7	William Teal 8
Cincinnati, Ohio † — Russell Wilson 4	Louis B. Blakemore 8	John D. Ellis 8	Edward D. Roberts 4	Chalmers Hadley 9
Cleveland, Ohio — Harry L. Davis 2	F. W. Thomas 2	Ezra Z. Shapiro	Charles Lake	Linda Eastman
Cleveland Hgts., Ohio† — Frank C. Cain 20	H. M. Kimpel 2	G. E. Hartshorn 12	F. L. Wiley 10	Pauline Reich 6
Clifton, N. J. — Crine Kievit 2	William A. Miller 14	John C. Barbour 3	George J. Smith 25	Marion B. Aron 8
Colo. Springs, Colo.† — George G. Birdsall 5	S. E. Nichols 11	B. S. Wendelken 2	Hobart M. Corning 7	Margaretta Boas 9
Columbia, S. C. — L. B. Owens 8	B. E. Abrams 3	P. A. Cooper 3	A. Cline Flora 6	Lucy Hampton Bostick
Columbus, Ga.† — H. C. Smith 5	Milton Long	W. deL. Worsley 8	R. B. Daniel 20	(Mrs.) C. L. Gordy
Columbus, Ohio — Henry W. Worley 2	Samuel J. Willis 2	John L. Davies (E) 6	J. G. Collicot	John J. Pugh
Council Bluffs, Ia. — John J. Myrtue 2	William Guilfogle 2	P. C. Rassmenson (E) 2	J. J. True 2	Eva Connor
Covington, Ky.† — Joseph F. Pieper 2	Walter Ritte*	S. L. Blakely*	Glenn O. Swing 6	Hilda Glaser*
Cranston, R. I. — Frederick A. Jones 3	Caleb H. Kenyon 3	C. Leslie Cordery 4	John K. Fenner 17	
Cumberland, Md. — George Henderson 2	Samuel Griminger 4	F. Brooke Whiting 2	Charles L. Kopp 6	Mary G. Walsh
Dallas, Tex.† — Charles E. Turner 3	Earl Goforth 6	Hugh Grady 3	N. R. Crozier 10	Clara Clanton 10
Danville, Ill. — C. P. Madden 3	M. E. Brown 3	Ray M. Foreman 3	L. A. Tuggle (E) 10	Belle Sewell 10
Davenport, Ia. — George C. Tank 4	Frank A. Hass (E) 12	John C. Witt 2	Frank L. Smart 28	Edna Geisler 1
Dayton, Ohio † — Charles J. Brennan 4	Oscar Mauch 4	Herbert Beane 3	C. H. Courter	Paul North Rice
Dearborn, Mich. — Clyde M. Ford 7	Myron A. Stevens (E) 5	James E. Greene 8	Harvey H. Lowrey	Isabelle Chaffin 13
Decatur, Ill. — O. W. Smith 7	J. J. Heger 16	W. J. Carey 7	William Harris 8	Minnie A. Dill 8
Denver, Colo. — George D. Begole 3	Albert C. Monson 3	James D. Parriott 3	Angela Herstrom 3	Malcolm Wyer 10
Des Moines, Ia. — Dwight N. Lewis 2	Sam Orebaugh*	Fred T. Van Liew 2	J. W. Studebaker 13	Forest E. Spaulding*
Detroit, Mich. — Frank Couzens*	Richard Reading (E) 8	R. J. Kelly*	Frank Cody 14	Adam Strohm 21
Dubuque, Ia.† — M. R. Kane 1	J. J. Shea 2	M. H. Czizek 13	Earl Cline 4	Mae Clark 14
Duluth, Minn. — S. F. Snively 13	C. D. Jeronimus 5	Bert Forbes 5	Leonard Young 11	Harriet Dutcher 2
Durham, N. C.† — W. F. Carr 1	C. B. Alston 14	S. C. Chambers 15	W. F. Warren	Clara M. Crawford

Table VIII-A.—Directory of City Officials in all Cities Over 30,000—Continued

City	Mayor (All elected)	City Clerk	City Attorney	Superintendent of Schools	City Librarian
East Chicago, Ind.	George H. Lewis 1	Paul S. Halstead (E) 8	Henry W. Petersen 8	John Rossman 5	Frank Whitmore 6
East Cleveland, Ohio†	John A. Chamberlain*	F. D. Green 12	E. A. Binyon 16	W. H. Kirk 35	Sarah E. Miller
Easton, Pa.	Frederick C. Roberts 2	Chester E. Rogers 2	Newton R. Turner 28	James C. Bay 12	Henry F. Marx 31
East Orange, N. J.	Charles H. Martens 15	Alice I. Webster 1	Walter C. Ellis 10	Clifford J. Scott	Adeline T. Davidson
East St. Louis, Ill.	James T. Crow 1	Herman Zierath 2	Joseph McGlynn 2	Walter Potts 23	J. Lyon Woodruff 10
Elgin, Ill.	Myron M. Lehman 3	Morgan H. Brightman 3	Perry D. Wells 3	Theodore Saam 4	Katherine L. Abbott
Elizabeth, N. J.	Thomas Williams 1	Theodore W. Brokaw 8	Edward Nugent 8	Ira T. Chapman 9	C. A. George 18
Elkhart, Ind.	William P. Krau 4	M. R. Hopkins (E) 4	J. L. Harman 4	John F. Wiley 13	Flora M. Case 4
Elmira, N. Y.†	Henry W. Honan*	Franklin J. Cassada*	Phillip E. Lonergan*	H. O. Hutchinson 12	Kate D. Andrew 35
El Paso, Tex.	R. E. Sherman 3	W. R. Collins 3	J. H. McBroom 6	A. H. Hughey 15	Maud D. Sullivan 21
Erie, Pa.	James P. Rossiter 2	Michael J. Henry 2	Edward M. Murphy 2	John C. Diehl 12	Charlotta Evans 7
Evanston, Ill.	Charles H. Bartlett 9	Edward W. Bell (E) 9	William Lister 9	J. R. Skiles	Ida Faye Wright
Evansville, Ind.	Frank W. Griese 4	August W. Ellerbush (E) 4	Lima H. Ireland 2	Ralph Irons 1	Ethel F. McCullough 22
Everett, Mass.	James A. Roche*	Frank T. Pettengill 10	W. Henry Finnegan*	Frederick A. Ashley 2	Georgia W. Rathbone 9
Everett, Wash.	A. C. Edwards 4	H. Arends 4	J. Y. Kennedy 4	R. E. Cooke	Mabel Ashley 15
Fall River, Mass.†	Joseph L. Hurley 1	Emile F. Bergeron 5	Edward T. Murphy 3	Hector Belisle 20	Marjorie Wetherbee 2
Fitchburg, Mass.	Robert E. Greenwood 1	Sanford N. Worthington (E)7	Samuel N. Salny	James J. McNamara (E) 4	George Nutting 31
Flint, Mich.†	Ray A. Brownell 1	Ned J. Vermilya 4	Frank G. Millard 5	Leland Lamb 2	W. W. Webb 5
Fort Smith, Ark.	Jim Jordan*	C. W. Steuart 3	Fadjo Cravens*	J. W. Ramsey 11	Mrs. Kate Pardue 10
Fort Wayne, Ind.	William J. Hosey	Mrs. Leonard E. Pranger	Wm. Fruechtenicht	Merle J. Abbett 2	Margaret M. Colerick
Fort Worth, Tex.†	Van Zandt Jarvis*	Henry Keller 1	R. E. Rauer 11	William Green 2	Mrs. A. H. Scheuber 10
Fresno, Calif.	Z. S. Leymel 4	H. S. Foster	C. L. Rowe	O. S. Hubbard 4	Sarah H. McCardle
Galveston, Tex.	J. E. Pearce 8	Mildred Melser 5	Bryan F. Williams 8	Elbridge G. Littlejohn 10	Arthur R. Curry*
Gary, Ind.	R. O. Johnson 4	John W. Dwyer (E) 8	Harry Long 3	W. A. Wirt 24	W. H. Hamilton 6
Glendale, Calif.†	Joseph F. Baudino*	Glenn E. Chapman (E) 5	Bernard C. Brennan 4	Richardson D. White	Bess R. Yates*
Grand Rapids, Mich.†	John D. Karel 4	Jacob Van Wingen 6	Robert W. Tubbs 1	Leslie H. Butler 10	Samuel H. Ranck 30
Green Bay, Wis.	J. V. Diener 5	A. W. Icks 1	Thomas C. Dwyer 6	H. Sutton 7	S. C. Schuette 3
Greensboro, N. C.†	Roger W. Harrison	G. C. Eichhorn 3	Andrew Joyner, Jr. 6	G. B. Phillips	Nellie Rowe
Hagerstown, Md.	Irvin M. Wertz*	Scott R. McKane*	Ellsworth R. Roulette*	Byron J. Grimes 14	Nellie C. Chrissinger
Hamilton, Ohio †	R. H. Burke 6	Adele Edmonds 7	Milliken P. Shotts 6	D. R. Baker 4	Hattie James 30
Hammond, Ind.	Charles O. Schonert 4	Walter L. Green (E) 4	Gerald Gillett 4	L. L. Caldwell 10	James A. Howard 10
Hamtramck, Mich.	P. C. Jezewski 2	F. Matulewicz (E) 2	William Cohen 6	M. R. Keyworth 10	I. McRae 12
Harrisburg, Pa.	George A. Hoverter 14	Herman A. Earley*	Paul G. Smith 3	M. H. Thomas 4	Alice R. Eaton 21
Hartford, Conn.	J. Watson Beach*	John A. Gleason (E) 2	Barclay Robinson*	Fred D. Wish, Jr. 11	Truman R. Temple 7
Haverhill, Mass.	George E. Dalrymple 2	Robert H. Quinby 3	George Karelitz 1	Albert L. Barbour	Donald K. Campbell
Hazelton, Pa.	R. Alvin Bissel 2	Ira Mann 16	John Bigelow 30	A. S. Thomas	Alice Willigerod 21
High Point, N. C.†	C. S. Grayson 2	Lois Welborn 15	G. H. Jones 6	T. Wingate Andrews 10	Nancy Poston 3
Highland Park, Mich.	N. Ray Markland 2	Thomas E. Shawcross (E) 3	Earl B. Young 2	I. M. Allen 7	Katharyne Sleneau 14
Hoboken, N. J.	B. N. McFeely 8	A. C. Malone 2	Horace L. Allen 15	D. S. Kealey 16	Nina Hatfield 12

Holyoke, Mass.	Henry J. Toepfert 2	John F. Sheehan (E) 26 Sterling Hogan V. D. Clark*	R. L. Davenport 2 R. R. Lewis W. C. Graham 3	William R. Peck 14 E. E. Oberholtzer 10 Harold A. Rice	Frank G. Willcox 33 Julia Ideson 31 (Miss) Lewis Harvey
Houston, Tex.	Oscar F. Holcombe 8				
Huntington, W. Va.	George D. Bradshaw 2				
Indianapolis, Ind.	Reginald H. Sullivan 5	Henry O. Goett (E) 5 W. H. Jamouneau 16	Edward H. Knight 5 Charles Stewart 10	Paul C. Stetson 5 Robert L. Saunders	L. L. Dickerson 7 May Bailett 19
Irvington, N. J.	John F. Lovell 3				
Jackson, Mich.†	W. W. Wright*	C. H. Vedder 20 A. J. Johnson 14 W. C. Almand (E)* Joseph Midgley 2 Michael Gill John W. Cramer 23 Arthur Blackburn* Maud E. Fones 21	B. E. Brower (E) 2 W. E. Morse 8 Austin Miller 9 Adolph Johnson* James Hamill Tillman K. Saylor 21 J. W. Faulkner (E) 3 Robert A. Pearson 8	Harold Steele 5 J. A. Chastine, Jr. 1 R. B. Rutherford 6 George A. Persell 2 James Nugent 10 James Killius 5 A. Perrin 12 E. A. Elliott 4	Dorothy Dowsett 5 Mrs. A. M. Parker 20 J. F. Marron 14 Lucia T. Henderson 29 Edmund W. Miller 19 Helen Berkey 42 Rena Barickman Blanche Trigg 2
Jackson, Miss.	W. A. Scott 17				
Jacksonville, Fla.	John T. Alsop, Jr. 9				
Jamestown, N. Y.	Leon H. Roberts*				
Jersey City, N. J.	Frank Hague				
Johnstown, Pa.	Eddie McCloskey 2				
Joliet, Ill.	Wm A. Hennessy 3				
Joplin, Mo.	Charles A. Patterson 6				
Kalamazoo, Mich.†	William Shakespeare, Jr.*	C. Ray Howard 6 Howard Payne 19 Charles W. Regan 8 William B. Ross 25 A. E. Axtell* W. H. Stapleton 7 Oliver Tobias (E) 11	Lynn B. Mason 2 A. H. Skinner 4 George Kingeley 4 A. B. Archibold 2 Roy Stephenson 6 W. H. Peters, Jr. 8 C. H. Wills 4	Harold C. Hunt* F. L. Schlagle 2 George Melcher 6 Edmund L. Tink 2 G. F. Loomis 12 Harry Clark 2 C. V. Haworth	Flora B. Roberts Oliver C. Claflin 2 Purd B. Wright 24 M. B. KilGour 23 Cora Frantz 21 Mary U. Rothrock 20 Mrs. Danna H. Sollenberger
Kansas City, Kans.	Don C. McCombs 7				
Kansas City, Mo.†	Bryce B. Smith 4				
Kearny, N. J.	Arthur H. Jones 4				
Kenosha, Wis.†	None				
Knoxville, Tenn.†	John T. O'Conner 3				
Kokomo, Ind.	Henry Quigley 4				
La Crosse, Wis.	J. J. Verchota 9	F. L. Kramer (E) 7 H. A. Rees 2 William J. Coulter* Bertha Ray (E) 10 A. R. Garcia (E) John J. Daley G. Emilio Quellette 2 Ben B. Herr* A. J. Filliez* Theodore H. Berg 21 John L. Krummel (E) 3 Earl Akers* Arthur J. Smith 2 Robert Dominguez 12 Frank Hill Perry D. Thompson 4 John M. Otey 13 Joseph W. Attwill 36	O. J. Swennes 15 R. G. Curren 5 Robert Ruppin* Joseph W. Planck* M. J. Raymond (E) 1 Walter T. Rockefort Alton Lessard (E) 1 Clinton M. Harbison C. W. Long (E)* Max Kier 3 L. L. Brickhouse (E) 4 Nowland M. Reid (E) 6 W. L. Grills (E) 2 Ray L. Chesebro (E) 1 M. Beauchamp Hugh Downey, Jr.* T. Gibson Hobbs 10 Patrick F. Shanahan 13	G. M. Wiley Julius Warren 6 Jay W. Sexton W. P. Galligan Bernard M. Sheridan Charles W. Bickford 23 H. H. Hill (E) 3 R. E. Offenhauer 10 M. C. Lefler 13 H. S. Upjohn 2 D. J. Boone Frank A. Bouelle 5 Frederick Archer Vincent M. McCartin 1 Omer Carmichael 2 Harvey Gruver 11	Lilly M. Borresen 19 R. E. Ingam 17 Margaret A. Critchfield 3 E. Jennie McNeal William A. Walsh Annie L. Barr 10 Florence Dillard Georgie G. McAfee 10 Lulu Horne 23 Vera J. Snook Theodora R. Brewitt 12 Margaret Grant Althea Warren* H. F. Brigham 5 Frederick A. Chase 30 J. Maud Campbell 12 Helen Luitwieler 5
Lakewood, Ohio	A. I. Kauffman 2				
Lancaster, Pa.	James H. Ross*				
Lansing, Mich.	Max A. Templeton*				
Laredo, Tex.	Albert Martin 8				
Lawrence, Mass.	Walter A. Griffin 2				
Lewiston, Me.	Robert J. Wiseman 7				
Lexington, Ky.†	W. T. Congleton 2				
Lima, Ohio	A. L. Metheany*				
Lincoln, Neb.	Fenton B. Fleming 1				
Little Rock, Ark.	H. A. Knowlton 3				
Long Beach, Calif.†	M. E. Paddock*				
Lorain, Ohio	E. A. Braun 2				
Los Angeles, Calif.	Frank L. Shaw 1				
Louisville, Ky.	Neville Miller*				
Lowell, Mass.	James J. Bruin 1				
Lynchburg, Va.†	John Victor 1				
Lynn, Mass.	J. Fred Manning 4				
McKeesport, Pa.	George H. Lysle 20	James E. Crossland 14 Viola Ross Napier 6 Alfred W. Bareis 1 Bessie L. Holden 2	Harry M. Jones 14 E. W. Maynard 6 Virgil H. Roick 1 Bernard Kaplan 2	Joseph B. Richey Walter Jones R. W. Bardwell 5 F. G. Marshall 20	Araminta M. McLane Sallie Aiken 11 Mary A. Smith 30 Herbert W. Fison 22
Macon, Ga.	Herbert Smart*				
Madison, Wis.	James R. Law 1				
Malden, Mass.	John D. Devir 6				

Table VIII-A.—Directory of City Officials in all Cities Over 30,000—Continued

City	Mayor (All elected)	City Clerk	City Attorney	Superintendent of Schools	City Librarian
Manchester, N. H.	Damase Caron	Michael J. Quinn 2	Cypreen J. Belanger 2	L. P. Benezet 5	F. Mabel Winchell
Mansfield, Ohio	Charles M. Lantz 4	William J. Beer, Jr. 6	William F. Black (E) 6	W. W. Ankenbrand	Mildred W. Sandoe 3
Marion, Ohio	C. A. Bolin*	J. Aultman Raub*	Theodore B. Ochs*	George A. Bowman 5	Helen L. Kramer
Medford, Mass.	John J. Irwin 1	Charles Winslow 19	John E. Howard*	J. Stevens Kadesch 3	Mary H. Davis 4
Memphis, Tenn.	S. Watkins Overton 6	D. C. Miller 6	Walter Chandler 6	R. L. Jones 14	Jesse Cunningham 10
Meriden, Conn.	Stephen L. Smith 2	Ruth E. Payne (E) 2	Benjamin Tonkonow 2	Nicholas Moseley	Martha Bartlett
Meridian, Miss.	C. Vinson*	M. L. Rush 1	Howard Westbrook 1	H. M. Ivy 11	Mrs. T. L. Bailey
Miami, Fla.†	E. G. Sewell*	H. E. Ross 12	J. W. Watson, Jr. 10	Charles M. Fisher 13	Margaret Jarvis
Milwaukee, Wis.	D. W. Hoan 18	F. A. Krawczak 2	Max Raskin (E) 2	M. C. Potter 19	M. S. Dudgeon 13
Minneapolis, Minn.	A. G. Bainbridge*	Charles C. Swanson 6	Richard S. Wiggin*	C. R. Reed 4	Gratia A. Countryman 29
Mobile, Ala.	R. V. Taylor 6	S. H. Hendrix	Harry Seale	W. C. Griggs 7	Mrs. Emma Harris
Moline, Ill.	A. Henry Arp*	Mrs. A. N. Brissman (E) 5	Glenn A. Trevor 1	E. P. Nutting 3	Alice Williams 7
Montclair, N. J.	O. L. Carlson 2	Joseph D. McKee*	Geo. S. Harris 10	Frank G. Pickell 11	Margery Quigley 7
Montgomery, Ala.	W. A. Gunter 14	W. L. Jackson 10	John L. Goodwyn 4	W. R. Harrison 17	Laura M. Elmore
Mt. Vernon, N. Y.	Leslie V. Bateman 2	Thomas J. Dooling*	Frank A. Bennett 2	William H. Holmes 20	Alice L. Jewett 2
Muncie, Ind.	George R. Dale 4	Linton Ridgeway (E) 4	C. A. Taughinbaugh 4	D. W. Horton 3	Susan B. Weimer 20
Muskegon, Mich.†	W. W. Richards 1	Ida L. Christiansen 13	E. C. Farmer 14	John A. Craig	C. T. Hewitt
Muskogee, Okla.†	E. J. Phelps 4	W. H. Cavanaugh 4	Forrester Brewster 4	W. R. Holmes 4	Cora Case Porter 8
Nashua, N. H.	Alvin A. Lucier*	Arthur L. Cyr 26	W. A. Joyce*	Earle T. Tracy 8	Clara E. Smith 6
Nashville, Tenn.	Hilary E. Howse 10	S. H. McKay 14	J. Washington Moore 10	H. F. Syrgley 3	Francis X. F. Drury 2
Newark, N. J.	M. C. Ellenstein*	H. Reichenstein*	F. Boettner 5	John H. Logan 6	Miss B. Winser 5
Newark, Ohio	Charles F. Martin 2	H. J. Fleming (E) 2	James M. Schaller (E) 2	O. E. Pore*	Mary Pierce 10
New Bedford, Mass.	Charles S. Ashley 30	R. A. Swan 10	Fisher Abramson*	A. P. Keith 15	G. H. Tripp 15
New Britain, Conn.	George A. Quigley 10	H. E. Scheny (E) 2	David L. Nair 1	S. H. Holmes 28	Greta E. Brown
New Brunswick, N. J.	John J. Morrison 19	John F. Boyce 2	Thomas Hagerty 19	Fred J. Sickles 9	F. A. Bestow 4
Newburgh, N. Y.†	Chester J. Brown 2	Annie P. Templeton 7	Raphael A. Egan*	M. W. Longman 3	L. O. Estabrook 18
New Castle, Pa.	Charles B. Mayne 2	W. T. Burns 2	R. M. White 10	Clyde C. Green	Alice M. Sterling 19
New Haven, Conn.	John W. Murphy 2	Abraham Zweigbaum (E)*	Nelson R. Durant*	Claude C. Russell 3	Lindsey Brown 5
New Orleans, La.	T. S. Walmsley 4	Thomas J. Hill 4	Nat W. Bond 4	Nicholas Bauer 11	E. A. Parsons 2
Newport News, Va.†	R. W. West 2	A. M. Hamilton (E) 13	R. M. Lett (E) 10	Joseph H. Saunders	G. Evans
New Rochelle, N. Y.†	Walter C. G. Otto 4	Eugene M. Heiney 4	Patrick J. Rooney 4	Clifford S. Bragdon 2	Mary E. Huntington
Newton, Mass.	Sinclair Weeks 5	F. M. Grant 10	J. W. Bartlett 12	John Lund 2	Julius Lucht 9
New York, N. Y.	Fiorello H. LaGuardia*	Michael J. Cruise 13	Paul Windels*	William J. O'Shea 10	Edwin H. Anderson 21
Niagara Falls, N. Y.†	Frank A. Jenss 2	George J. Rickert 17	George E. Carrie 2	James F. Taylor 10	Bertha Cudebec 14
Norfolk, Va.†	W. R. L. Taylor*	John D. Corbell 3	John N. Sebrell, Jr. 3	C. W. Mason 12	Mary D. Pretlow 17
Norristown, Pa.	James W. Potter 4	F. Lester Smith 2	Russell J. Brownback 2	H. O. Dietrich 4	Helen A. Bomberger
Norwalk, Conn.	Charles C. Swartz*	LeRoy D. Downs*	Paul R. Connery*	Philip Jakob 1	Margaret S. Wilson
Norwood, Ohio	Allen C. Raudebush*	Laurence E. Collins*	William Fridman (E)*	C. W. Johnson 8	Alice Asphording 5
Oakland, Calif.†	William J. McCracken*	William W. Chappell 3	C. Stanley Wood 3	W. E. Givens 6	John B. Kaiser 6
Oak Park, Ill.	Willis McFeely 10	H. N. Leadaman (E) 16	F. W. Pringle 5	W. J. Hamilton 15	Elsie McKay 9

Ogden, Utah	Harmon W. Peery 2	Ella D. Ballantyne 2	George S. Barker 2	Carl W. Hopkins
Oklahoma City, Okla.†	Tom E. McGee*	M. Peshek, Jr. 25	Harlan Deupree 1	C. K. Reiff 3
Omaha, Neb.	Roy N. Towl 1	Emmett Hanon 1	Seymour Smith 1	Belle Ryan 10
Orange, N. J.	Frank J. Murray 25	Wm. F. Christianson 5	Edw. R. McGlynn 2	Burton Patrick 15
Oshkosh, Wis.	George F. Oaks 1	James Chase 1	Henry Hughes 1	Charles Bishop 10
Paducah, Ky.†	E. G. Scott 4	Rudy Stewart 4	W. V. Eaton	H. L. Smith
Pasadena, Calif.†	None	Bessie Chamberlain 12	Harold P. Huls 4	John A. Sexson 6
Passaic, N. J.	John R. Johnson 3	Arthur D. Bolton 12	Thomas E. Duffy 3	Arthur D. Arnold 2
Paterson, N. J.	John V. Hinchliffe 5	Edward DuPree 8	Salvatore Viviano 3	John R. Wilson 28
Pawtucket, R. I.	John F. Quinn 1	James F. Kaveny 1	John A. O'Neill 1	William A. Newell 10
Pensacola, Fla.†	H. Clay Armstrong 3	J. J. Frenkel 19	E. E. Mason 1	William Tyler
Peoria, Ill.	Charles L. O'Brien 1	William E. Moran (E) 25	Chester Barnett 1	E. C. Fisher
Perth Amboy, N. J.	Frank Dorsey	P. P. Costello 8	Harry Medinets 8	William C. McGinnis 4
Philadelphia, Pa.	J. Hampton Moore 6	David W. Harris	David J. Smythe 6	Edwin C. Broome 10
Phoenix, Ariz.†	F. J. Paddock	L. W. Rowles	W. C. Elliott	John D. Loper 25
Pittsburgh, Pa.	William N. McNair 4	Robert Clark	C. D. Scully 4	Ben G. Graham
Pittsfield, Mass.	Allen H. Bagg*	Harold F. Goggins (E) 2	Charles Alberti*	John F. Gannon 12
Plainfield, N. J.	C. Benson Wigton 1	George B. Wean 8	William Newcorn 2	Frederick W. Cook 7
Pontiac, Mich.†	James F. Spence 1	H. A. Mauer 13	W. A. Ewart 2	James H. Harris 13
Port Arthur, Tex.†	H. O. Preston 1	E. S. Foreman 2	V. J. Wistner 2	G. M. Sims
Port Huron, Mich.	George L. Harvey*	Emma C. Fitzpatrick 12	Patrick H. Kane 5	L. A. Packard 5
Portland, Me.†	Philip J. Deering 3	A. Edwin Smith 11	Harry C. Wilbur 15	William B. Jack 15
Portland, Ore.	Joseph K. Carson, Jr.*	George R. Funk	Frank S. Grant 16	Charles A. Rice 9
Portsmouth, Ohio †	Joseph L. Kountz*	Evangeline Justice 4	Walter L. Dickey 4	Frank Appel
Portsmouth, Va.†	J. Alden Oast	L. C. Brinson 18	R. C. Barclay 12	H. A. Hunt
Poughkeepsie, N. Y.	George V. L. Spratt*	Robert F. Jones*	Paul A. Rieser*	Ward C. Moon 15
Providence, R. I.	James E. Dunne 7	Raymond P. McElroy (E) 3	John C. Mahoney (E) 3	Alexander J. Stoddard
Pueblo, Colo.	J. W. Carpenter 7	George W. Clark 5	John T. Barbrick*	James H. Risley 13
Quincy, Ill.	Leo W. Lenane*	Duke Schroer (E) 23	John Reardon*	W. E. Nelson
Quincy, Mass.	Charles A. Ross 1	Emery S. Crane (E) 22	Charles R. Young 1	James N. Muir (E) 7
Racine, Wis.	William J. Swoboda 3	Frank J. Becker 11	Cornelius Colbert 4	William C. Giese 1
Raleigh, N. C.	George A. Iseley	J. E. Sawyer	J. M. Broughton	Paul Daniel
Reading, Pa.	H. Ermentrout 2	J. A. Glassmoyer 11	J. Speicher 2	Thomas H. Ford 1
Revere, Mass.	Andrew A. Casassa 6	Albert J. Brown 20	Wendell P. Murray 5	Carl F. Lindstol 8
Richmond, Ind.	Windsor B. Harris 4	B. A. Bescher (E) 4	R. K. Shiveley 4	W. G. Bate 1
Richmond, Va.	J. Fulmer Bright 9	A. H. McDowell 16	James E. Cannon 11	Jesse H. Binford 1
Roanoke, Va.†	S. P. Seifert 3		R. C. Jackson 15	G. E. McGuilkin 16
Rochester, N. Y.†	Charles Stanton*	Thomas P. O'Leary 6	Harold P. Burke*	James M. Spinning*
Rockford, Ill.	C. Henry Bloom 1	Elmer O. Strand (E) 13	Alf O. Ahlstrand 1	Frank Jensen 8
Rock Island, Ill.	F. M. Brown, Acting*	M. J. Rudgren (E) 27	S. Katz 1	Selmer Berg
Rome, N. Y.	Arthur C. Tedd 4	James A. Doyle, Jr. (E) 4	John P. Gualtieri*	George R. Staley 21
Sacramento, Calif.†	Thomas P. Scollan*	H. G. Denton 12	Hugh B. Bradford 7	Charles C. Hughes 12
Saginaw, Mich.	John B. Baum, Acting*	Shirley W. Corrigan 10	D. E. McLaughlin 3	Chester F. Miller 6

Dorothy Wheelwright
Mabel Peacock 21
Edith Tobitt 20
John B. Fogg 3
Natalia Huhn 5
Harriett Boswell 7
Jeanette M. Drake 14
Maude Stull 4
Leo R. Etzkorn 3
Gertrude F. Forrester
Lottie G. Flinn
E. W. Browning
Edith Crowell 8
Franklin H. Price 2
Jane Hudgins
Ralph Munn 6
Florence M. Bowman 35
Adah Shelly 10
Beulah Floy Bledsoe
Leila Wilcox 10
Jane L. Burbank 9
Anne M. Mulheron 14
Mrs. Frank B. Moulton 6
Esther Wilson
Mary Corliss 6
Clarence E. Sherman 4
M. L. Strang
Margaret Ringier
Galen W. Hill 8
Louise Hunt 7
Mrs. J. S. Atkinson
Alfred Keator 5
Nina Cross 3
Ada L. Bernhardt 1
Thomas P. Ayer 8
Pearl Hinsley 11
John Adams Lowe 2
Jane Hubbell 30
Ellen Gale 57
Helen Salzman
Grace R. Taylor 2

TABLE VIII-A.—DIRECTORY OF CITY OFFICIALS IN ALL CITIES OVER 30,000—Continued

City	Mayor (All elected)	City Clerk	City Attorney	Superintendent of Schools	City Librarian
St. Joseph, Mo.	John Schuder 4	Royce V. Creek	John S. Boyer*	F. H. Barbee	I. R. Bundy
St. Louis, Mo.	Bernard F. Dickmann*		Charles M. Hay*	Henry J. Gerling 4	Arthur E. Bostwick 25
St. Paul, Minn.	William Mahoney 2	William F. Scott 2	Lewis L. Anderson 4	S. O. Hartwell 15	Mrs. J. T. Jennings 3
St. Petersburg, Fla.†	R. G. Blanc*	Frank Wilson 3	W. F. Way*	George M. Lynch	Mary B. Bright 10
Salem, Mass.	George J. Bates 12	John J. Connolly 9	James Kinsella 1	George M. Bemis 11	Rolfe Emerson 2
Salt Lake City, Utah	Louis Marcus 2	Ethel Macdonald 6	Fisher Harris 2	L. John Nuttal 2	Johanna Sprague 16
San Antonio, Tex.	C. K. Quin 1	James Simpson 4	T. D. Cobbs, Jr. 4	J. C. Cochran 3	Julia Grothaus 1
San Bernardino, Calif.	Ormonde W. Seccombe 1	John H. Osborn (E) 18	William Guthrie (E) 3	Lewis E. Adams	May Coddington
San Diego, Calif.†	J. F. Forward 2	Allen H. Wright 28	C. L. Byers (E) 5		C. D. Plaister 7
San Francisco, Calif.	Angelo J. Rossi 3	J. S. Dunnigan 22	J. J. O'Toole (E) 8	Edwin A. Lee*	Robert Rea 20
San Jose, Calif.†	Al M. Meyer 6	John J. Lynch 14	Archer Bowden 14	W. L. Bachrodt 13	Edith Daley 11
Santa Ana, Calif.	Paul B. Witmer 3	E. L. Vegely (E) 19	Clyde C. Downing (E) 3	Frank A. Henderson 3	Jeannette McFadden 30
Santa Barbara, Calif.	H. T. Nielson 3	George D. Geib 3	J. F. Goux (E) 5	Paul E. Stewart 15	F. B. Linn
Santa Monica, Calif.	W. H. Carter 2	T. D. Plumer (E)*	M. M. Holman*	Percy Davis 2	Elfie Mosse
Savannah, Ga.	Thomas Gamble 2	J. F. Sullivan (E) 2	Shelby Myrick (E) 2	Ormond B. Strong 8	Ola M. Weyth 2
Schenectady, N. Y.	Henry C. Fagal 4	Simon Etkin*	William D. Smith*	W. H. Pillsbury 5	Henry Glen
Scranton, Pa.	Stanley J. Davis*	William P. Huester 14	Jerome I. Meyers*	John H. Dyer 5	Harold Wooster 4
Seattle, Wash.	John F. Dore 2	H. W. Carroll (E) 4	H. S. Van Soelen (E) 4	Worth McClure	Judson Jennings 7
Sheboygan, Wis.	Willard Sonnenburg 1	Erwin Mohr (E) 7	Arthur H. Gruhle (E) 5	C. E. Hulten 1	Bertha Marx 30
Shreveport, La.	George W. Hardy, Jr. 2	J. T. Tanner 3		E. W. Jones	Lois W. Henderson 7
Sioux City, Ia.	W. D. Hayes 4	Edgar Moone 4	H. C. Harper 4	Lewis W. Feik 3	Mildred Pike 7
Sioux Falls, S. D.	George W. Burnside 26		Odean Hareid 1	A. A. McDonald 25	Alberta Caille 10
Somerville, Mass.	James E. Hagan*	Norman E. Corwin 8	Christopher Muldoon*	Everett W. Ireland 8	George H. Evans 17
South Bend, Ind.	William R. Hinkle 4	Gladys M. Monroe (E) 4	Iden S. Romig 4	Frank E. Allen 3	Ethel G. Baker
Spokane, Wash.	Leonard Funk 4	O. A. Dirkes 7	G. M. Ferris*	O. C. Pratt 12	G. W. Fuller 15
Springfield, Ill.	John W. Kapp, Jr. 3	M. M. Smith 11	Hugh J. Dobbs 3	F. T. Vasey 4	Martha Wilson 13
Springfield, Mass.	Henry Martens*	Clifford F. Smith 12	Donald M. Macauley*	John E. Granrud 1	Hiller C. Wellman 32
Springfield, Mo.	Harry D. Durst 2	F. E. Rosback 2	K. W. Patterson*	H. P. Study 4	Harriet M. Horine 20
Springfield, Ohio †	Fred R. Gray*	Ray L. McIntire*	M. E. Spencer 11	Frank Shelton	G. Winnerrowd
Stamford, Conn.	Joseph A. Boyle 4	P. J. Timmins, Jr. (E) 4	Maurice Bulkley 4	Leon Staples 1	Alice M. Colt 27
Steubenville, Ohio	James C. McMaster 4	T. W. Porter 4	Carl Weinman (E) 4	Russel Erwin 2	Elinor Neindengrad 10
Stockton, Calif.†	C. J. Franke 2	B. L. Trahern 4	J. Leroy Johnson 10		Ida E. Condit 8
Superior, Wis.	Fred A. Baxter*	E. R. Bowser*	J. J. Conroy*	W. R. Davies 3	Martha Merrell 2
Syracuse, N. Y.	R. B. Marvin 4	Thomas E. Kennedy (E) 17	E. L. Robertson (E) 2	G. C. Alverson 5	Paul M. Paine 18
Tacoma, Wash.	M. G. Tennent 4	Genevieve Martin 11	W. W. Mount 4	E. L. Buckner 2	Jacqueline Noel 9
Tampa, Florida	R. E. L. Chancey 2	R. C. Bourquardez (E)*	A. B. McMullen 2		Helen V. Stelle 17
Taunton, Mass.	Andrew J. McGraw 8	Edwin A. Tetlow 49	John E. Welch 8	Wendell A. Mowry 12	Maydelle A. Murphy 2
Terre Haute, Ind.	Wood Posey 5	Herman A. Collins (E) 5	Charles A. Crawford 5	George C. Carroll	Florence Crawford
Toledo, Ohio	S. T. Klotz*	L. W. Davis (E)*	R. W. Doty*	Charles S. Meek 13	Carl Vitz 12
Topeka, Kans.	Omar B. Ketchum 3	F. W. Knapp 7	W. E. Atchison 3	A. J. Stout 15	Julia McCarthy*
Trenton, N. J.	George B. La Barre 1	John L. Haney 2	R. P. Rimo 10	Paul Loser 3	Howard Hughes 24

Troy, N. Y. — Cornelius F. Burns 18	Philip A. Murphy 6	Frank S. Parmenter 2	George H. King 3	Fanny C. Howe 8
Tucson, Ariz.† — Henry O. Jaastad*	Charles C. Irvin 3	Thomas J. Elliott 3	C. E. Rose 13	Mary D. Breathitt 16
Tulsa, Okla. — H. F. Newblock 2		H. O. Bland 2	Merle Prunty 5	Alma McGlenn 21
Union City, N. J. — Lewis B. Eastmead 4	Wilfred G. Turner 4	Fred Eichman 4	Arthur O. Smith	Paul M. Konert
Utica, N. Y. — Samuel Sloan*	Anthony V. Sisti 11	Jacob Tumposky*	John A. DeCamp 17	Laure C. Foucher 10
Waco, Tex.† — G. H. Zimmerman 2	George D. Field 11	John McGlasson 10	B. B. Cobb	Ethel Simmons
Waltham, Mass. — Frederick L. MacDonald*	Richard Steele 20	George P. Drury*	William H. Slayton 9	Leslie T. Little 8
Warren, Ohio — G. A. Bjorson	B. M. Hillyer (E) 2	George Buchwalter (E)*	H. B. Turner 18	Josephine Lytle
Washington, D. C. —	D. E. Garges, Sec'y	W. W. Bride	F. W. Ballou	G. F. Bowerman
Waterbury, Conn. — Frank Hayes 4	John Fitzmaurice (E) 2	Charles O'Connor 12	T. J. Condon 1	E. M. Barrett 4
Waterloo, Ia. — M. J. Morgan 4	Charles C. MacKay 12	A. G. Reid 4	Charles Kittrel 8	Callie Weider 10
Watertown, Mass. — E. D. Holland 10	William P. McGuire (E) 25	E. J. McNamara 2	W. H. Price 26	Lydia Masters 25
Watertown, N. Y.† — John B. Harris 10	M. E. Carnes 13	R. F. Taylor*	C. E. Sabin*	Karl George 5
Waukegan, Ill. — P. W. Petersen 3	J. P. Wyllie (E) 3	W. R. Behanna 3	J. S. Clark 15	Laura Perrin 15
West Allis, Wis. — M. V. Baxter 2	M. C. Henika (E) 12	L. C. Gram (E) 6	T. J. Jones 27	Winifred Bailey 18
West New York, N. J. — Charles Daume 3	Charles Swensen (E) 18	Samuel L. Hirschberg 12	Harry L. Bain 5	Jennie Thompson 11
Wheeling, W. Va. — G. P. Fought*	Harry T. Clouse*	P. J. McGinley*	Zack Springer (E) 1	Etta Roberts 45
White Plains, N. Y. — Robert B. Smith	George Zechiel 5	William Condit 10	Claude Hardy*	Clara F. Hopper
Wichita Falls, Tex.† — Walter Nelson, Jr. 4	W. E. McBroom 13	Thelbert Martin 7	Herbert D. Fillers 3	Lucia F. Powell 11
Wichita, Kans.† — Charles S. Lawrence 7	C. C. Ellis 9	Vincent Hiebsch 2	L. W. Mayberry 21	Ruth Hammond 9
Wilkes-Barre, Pa. — Charles Loveland*	Harvey Weiss 4	Edwin B. Morgan 10	H. H. Zeiser	Mary Neikirk Baker 3
Williamsport, Pa. — George K. Harris 2	B. C. Houck 18	F. P. Cummings 25	A. M. Weaver 8	O. H. Thomison 28
Wilmington, Del. — William H. Speer*	David Hollett*	E. Ennals Berl*	S. M. Stouffer	H. A. Bailey
Wilmington, N. C. — W. H. Blair 8	J. R. Benson 14	J. J. Burney 4	Ray Funderburk 2	Emma Woodward 12
Winston-Salem, N. C. — George W. Coan, Jr. 5	F. J. Peterson, Jr. 5	Parrish & Dean 12	John W. Moore*	Janet Berkeley 8
Woonsocket, R. I. — Felix A. Toupin 2	John Peche, Jr. 2	Eugene L. Jalbert 2	James C. Rocket	Grace Hall 7
Worcester, Mass. — John C. Mahoney 2	Malcolm C. Midgley 7	Walter D. Allen 3	Walter S. Young 11	Robert K. Shaw 25
Yonkers, N. Y. — Joseph F. Loehr 2	William McCabe 2	Leonard G. McAneny 2	Lamont F. Hodges	Grinton I. Will*
Youngstown, Ohio — Mark E. Moore 2	John H. Lemon 12	U. F. Kistler 2	George Roudebush 3	C. W. Sumner 6
York, Pa. — Harry B. Anstine 2	Henry Butler 6	Frederick B. Gerber 8	Dr. Ferguson 4	Mai A. Clinedinst
Zanesville, Ohio — William Netherald*		B. E. Leasure*	Charles T. Prose 8	Mary Elder

Table VIII-B

DIRECTORY OF CITY OFFICIALS IN ALL CITIES OVER 30,000

Name, length of service, and method of selecting city officials, as reported in January, 1934. Length of service in present position to nearest year is indicated by figure following the name. "E" indicates elected officials; others are appointed. An asterisk (*) indicates less than one year's service in present position. Under the headings "Director of Finance" and "Chief Accounting Officer," "a" indicates that the official's title is city auditor, and "c" indicates either city comptroller or city controller. In some instances, assessors are chairmen or clerks of boards of assessors.

City	Director of Finance	Chief Accounting Officer	City Assessor	City Treasurer	Purchasing Agent
Akron, Ohio	R. F. Walker		Charles Berg		Burt Hill
Alameda, Calif.		F. J. Croll (E) 25[a]	F. J. Croll (E) 25	Homer R. Dallas (E)*	Ralph M. Bryant 3
Albany, N. Y.		Laurence Ehrhardt (E) 10[c]	Nicholas J. Farenkof 4	Frank J. O'Brien (E)*	Peter J. Manweiler 12
Allentown, Pa.	James F. Brown (E)*	George Zimmerman[c]	John J. Yingling 2	Jerry F. Kern (E)2	
Alton, Ill.		Leo H. Ernst 1[c]	Louis Berner (E)*	M. M. Caldwell (E) 4	
Altoona, Pa.	Lynn M. Moses (E) 2	William T. Canan (E) 10[c]	L. A. Woomer	John R. Martin (E) 10	
Amarillo, Tex.		J. M. Barker 1[a]	Perry C. Burks 1	Le Verne Calhoun 3	H. R. Smith 1
Amsterdam, N. Y.				Frank A. Howland (E) 1	
Anderson, Ind.		J. J. Netterville 4[c]		Walter Jones (E) 4	
Arlington, Mass.		Clarence Needham 9	(Board of 3)	Charles A. Hardy (E) 13	
Asheville, N. C.	George L. Hackney*	Fred A. Hull*			C. E. Sawyer*
Atlanta, Ga.		B. Graham West (E) 4[c]	(Board of 3)	Henry B. Kennedy (E) 4	L. A. Walker 4
Atlantic City, N. J.	Joseph A. Paxson (E) 6	Bessie M. Townsend[c]	(Board of 3)	Joseph A. Paxson 7	Alfred C. Patterson 2
Auburn, N. Y.		Robert W. Swart 2[c]	M. Frank Dallea 2	John B. Jaeckel 2	
Augusta, Ga.	E. L. Stelling[a]	C. G. Paschal [c]			J. W. Westmoreland
Aurora, Ill.	J. P. Wetz		Recca B. Reid (E) 4	Michael Weiler 14	J. P. Wetz
Austin, Tex.	George G. Grant 5	George G. Grant 5	T. B. Marshall 6	Eldred McKinnon*	L. R. Sanford 3
Baltimore, Md.		R. Walter Graham (E) 4[c]	T. W. Hall		J. H. Gaston 4
Baton Rouge, La.	L. J. Ricaud (E) 20	George F. Brogdon[a]		L. J. Ricaud (E) 20	J. J. Fourrier 8
Battle Creek, Mich.	G. J. Genebach (E)*	J. M. Boos*	William Kennedy 4	H. R. Atkinson*	Thomas C. Thorne 30
Bay City, Mich.		O. A. Kasemeyer*[c]	W. Pearsall 1	David Miller 2	O. A. Kasemeyer*
Bayonne, N. J.	Lucius F. Donohoe 3	Lucius F. Donohoe 3	John F. Tomfohrde 3	John J. Ryan 10	Raymond J. Murray 3
Beaumont, Tex.	P. H. Millard 4	R. Edmonds 10	C. J. Strack 14	J. D. Proctor 18	P. H. Millard 4
Bellingham, Wash.		J. Harold Stevenson (E) 8[c]		J. E. McGinnis (E)*	
Berkeley, Calif.		Mabel W. Jensen (E) 7[a]	H. J. Squires 27	Pauline Young 10	H. L. Davisson 4
Berwyn, Ill.		Ernest W. Mau 3[a]		Leslie Moysey (E) 1	
Bethlehem, Pa.	Thomas W. Scott (E) 2	C. W. Chapman (E)*[c]	C. W. Finady 14	Earle H. Getter (E) 2	E. H. Meglathery*
Binghamton, N. Y.	John E. Hogan 2	E. E. Allen 2[c]	R. S. Carmichael 2	A. B. Jones 2	George H. Young 2

Birmingham, Ala.				
Bloomfield, N. J.				
Bloomington, Ill.	John Cleary			
Boston, Mass.				
Bridgeport, Conn.				
Brockton, Mass.				
Brookline, Mass.				
Buffalo, N. Y.	William A. Eckert (E) 6[c]	C. E. Armstrong 10[c]		J. E. Shelton 8
Butte, Mont.		Amy T. Wood 15	H. E. Demarest 7	J. W. Obrieter*
		John A. Clearyᶜ		
Cambridge, Mass.		Rupert S. Carven 12[a]	Edward T. Kelly 15	Raymond Edgerley 9
Camden, N. J.	H. W. Bennett 3	J. J. O'Rourke 3[c]	W. Connelly 6	Bert Harvey
Canton, Ohio		Chester T. Swanson 3[a]	(3 assessors) 3	John H. Dorsey*
Cedar Rapids, Ia.	Louis D. Burgus (E) 2	Leon L. Allen 10	Michael D. Mealey (E) 2	John Shenton (E)*
Charleston, S. C.		Frank V. Hanavan 6		Leo V. Clancy 3
Charleston, W. Va.	E. Silman [a]	Mary O'Hagen 2		Albert P. Briggs (E) 10
Charlotte, N. C.				James G. Hoban*
Chattanooga, Tenn.		John J. McKenzie 4[a]	(Board of 3) (E)	Bernard Holland (E) 2
Chelsea, Mass.		S. P. McCord 22[c]	(Board) 6	William J. Shea 4
Chester, Pa	John J. Luttrell (E) 2	Joseph T. Bickart (E) 2[a]		
Chicago, Ill.		V. E. Vane 26[a]	D. Feiereisen	John Eisenhauer (E) 2
Chicopee, Mass.		R. G. White 7[c]	John P. Sullivan 10	M. F. Cox 13
Cicero, Ill.	Jerry J. Viterna (E) 2[c]	Joseph Hudson*		W. S. Smith 14
Cincinnati, Ohio		M. L. Westmoreland 2	J. Arthur Henderson	John Price (E) 3
Cleveland, Ohio	Louis C. West	F. K. Rosamond 1[a]		L. L. Ledbetter 2
Cleveland Heights, Ohio	H. M. Kimpel 2	Vincent Cassani 12[a]		Alvin Shipp 2
Clifton, N. J.		Frank McGlynn 7	Albert Hughes 10	George F. Heduson 11
Colorado Springs, Colo.		R. B. Upham*[c]		S. P. Gray (E) 2
Columbia, S. C.		Sebastian F. Kordas 1[a]	(Board of 3)	James A. Kearns (E) 3
Columbus, Ga.		Frank J. Creszic 2[a]	Henry R. Schwarzel (E) 2	Louis M. Dufault (E)
Columbus, Ohio		Henry Urner 6[a]		Anton F. Maciejewski (E) 2
Council Bluffs, Ia.		F. E. McKee		Stephen W. McGrath 6
Covington, Ky.	H. W. Percival 2	H. M. Kimpel 2	H. M. Kimpel 2	Russell V. Johnson
Cranston, R. I.			John P. Vogler 2	H. M. Kimpel 2
Cumberland, Md.		Louise Huff 5[a]		John Franz
				A. N. Wyman 4
Dallas, Tex.	Stuart Bailey 3	W. N. Hays 10		B. E. Abrams 3
Danville, Ill.		Walter E. Otto (E) 12[a]		Margaret Affleck 12
Davenport, Ia.		Arthur G. Larsen (E) 4[a]	V. Crowe (E) 2	D. S. Creamer 4
Dayton, Ohio	E. H. Hagerman 10	William H. Newhall 8[a]	Ed. H. Chapman 8	C. W. Gowld (E) 2
Dearborn, Mich.		Charles H. Arnold 16[a]	Frank H. Bowerman 2	H. W. Percival 2
Decatur, Ill.	W. E. Rugh (E)	Frank A. Wolfhope[a]		William M. Lee (E) 24
Denver, Colo.	William F. McGlone 3			
Des Moines, Ia.	Francette H. Miller (E) 2	R. V. Tompkins 11[a]	L. L. Bristol 3	F. F. Florence 6
Detroit, Mich.		J. F. Van Allen 3[c]		J. A. Wherry 7
Dubuque, Ia.			Chas. I. Hild (E) 2	Chas E. Robeson (E) 18
Duluth, Minn.	C. A. Williams (E) 5			
Durham, N. C.	R. W. Flack 5	L. E. Maples 10[c]	(Board of 3)	William A. Kaiser (E) 6
		S. Campbell 7[c]		E. A. Mayes 3
		Wm. H. McNichols (E) 3[a]		William F. McGlone 3
		Bess M. Applegate 2[a]	Henry Howell*	Robert P. Bailey 2
		W. J. Curran 8[c]		Charles L. Williams (E)
		Fred Gantert 15[a]	George Bennett 13	Otto Puls 12
		B. J. Campbell 21[a]	J. A. Scott 21	D. H. Phillips 1
		C. J. Jones 4[a]		C. B. Alston 14

Table VIII-B.—Directory of City Officials in all Cities Over 30,000—Continued

City	Director of Finance	Chief Accounting Officer	City Assessor	City Treasurer	Purchasing Agent
East Chicago, Ind.		O. P. Jackson 4[c]		Andrew Rooney (E) 8	
East Cleveland, Ohio	F. D. Green 12				
Easton, Pa.	Frank T. Clark (E)	H. H. Roseberry (E) 14[c]	Reginald Rogers 18	Wesley M. Heiberger (E) 2	
East Orange, N. J.		Francis Gilbert 15[a]	(Board of 5)	Warren A. Clapp 12	
East St. Louis, Ill.	John T. Connors (E) 2	Jerry J. Kane[c]	(Board)	T. E. Krebs (E) 2	
Elgin, Ill.	Morgan H. Brightman 3	Morgan H. Brightman 3		Esther I. Gerber 3	
Elizabeth, N. J.	John A. Mitchell 3	Dennis F. Collins[c]	(Board of 12)	John McGrath 40	
Elkhart, Ind.		J. A. S. Longacre (E) 4[c]		H. F. Christner (E) 4	
Elmira, N. Y.		Miss C. Neveray	Martin T. Purtell 9	Eleanor F. Conevery*	
El Paso, Tex.	Leon Rosenfield (E) 3	G. R. Daniels 7[a]	J. E. Anderson (E) 7	D. F. Sullivan (E) 18	G. B. Davis 7
Erie, Pa.	Thomas Mehaffey (E) 13		Harry A. Holmes 2	John J. Phillips (E) 2	
Evanston, Ill.	Herbert S. Simpson 3	E. M. Yahnke 4[a]		Samuel H. Gilbert (E) 1	A. Handford 9
Evansville, Ind.		Newton W. Thrall 4[c]		William H. Dress (E) 2	Newton W. Thrall 4
Everett, Mass.		Richard Darby*[a]	Henry Roche*	Wm. E. Emerton 10	
Everett, Wash.	A. C. Edwards (E) 4	H. Arends 4		Frank A. Turner 4	H. Arends
Fall River, Mass.	(Board of 3)	Ernest A. Floyd 3[a]	(Board of 3)	Eugene J. Cote 3	Alexander C. Murray 1
Fitchburg, Mass.		James B. Perault 6[a]		John B. Fellows 6	
Flint, Mich.	Olney L. Craft 2		Mark H. Older*	Dexter G. Conklin 9	Ned J. Vermilya 4
Fort Smith, Ark.	Frances T. Buck (E)*			H. C. Lane	
Fort Wayne, Ind.	Julian F. Franke	Julian F. Franke[c]	Frank P. Sordelet	Fred W. Eggeman	Arthur E. Smith
Fort Worth, Tex.	G. D. Fairtrace 3	H. C. Michael 6	W. T. Macy 7	Henry Keller 1	G. L. Cline 11
Fresno, Calif.	William Glass (E) 4	J. T. Holden	G. P. Cummings (E) 4	A. D. Ewing (E) 4	William Glass (E) 4
Galveston, Tex.		F. A. Quin 4[a]	W. R. Willard (E) 12	R. Lee Kempner 8	T. B. Niland 4
Gary, Ind.	R. B. Johnson 3	R. B. Johnson 3	J. V. Costello (E) 3	H. H. Werber (E) 4	H. J. Goehegan 4
Glendale, Calif.		A. H. Haak*[c]		Blanche H. Gartley (E) 5	F. E. Dickson 12
Grand Rapids, Mich.		Byron Green[a]	(Board of 3)	Frank V. Smith 6	James A. Kinney 17
Green Bay, Wis.		John Tease 5[c]	James D. Beth 1	John Tease 5	
Greensboro, N. C.		C. H. Porterfield 8[a]		G. C. Eichhorn 8	G. C. Eichhorn 10
Hagerstown, Md.	S. R. Creel[a]	George E. Slaybaugh*		Charles E. Fry*	
Hamilton, Ohio	Robert A. Connaughton			Mayme H. Eible 3	William J. Welsh 4
Hammond, Ind.		William H. Spellman 4[c]		Henry Heckler (E) 4	
Hamtramck, Mich.		A. S. Lipka 6[c]	Max Wosinski 2	John Anger (E) 2	R. Matyniak*
Harrisburg, Pa.	Chas. W. Burtnett (E) 16		James C. Thompson 18	John A. F. Hall (E) 2	
Hartford, Conn.		Edwin E. Lamb (E) 2[c]	(Board of 3)	George H. Gabb (E) 2	
Haverhill, Mass.	George E. Dalrymple (E)[c]	Arthur E. Leach 3[a]	Fred L. Bennett 3	Arthur T. Jacobs 3	William W. Savage
Hazelton, Pa.	Chas. E. Bittenbende (E) 18	Thomas Arnold (E) 4[c]	C. W. Kerbaugh 16	Fred Walser (E) 2	
Highland Park, Mich.		Mrs. Lilias F. Evans (E) 13[c]	George L. Voorhis (E) 17	Robert M. Smith (E) 21	Lilias F. Evans 1
High Point, N. C.		J. W. Fambrough 1		Lois Welborn 15	Lois Welborn 15
Hoboken, N. J.	W. H. Gilfert (E) 8	Edward Hunter 8[c]	(Board of 5)	W. H. Gilfert (E) 8	
Holyoke, Mass.		Daniel W. Kenney (E) 27[a]	(Board of 3)	Lionel Bonvouloir (E) 2	

Houston, Tex. ..... T. W. Browne	H. A. Giles[c]	T. W. Browne	William A. Bernrilder	G. W. Eddy
Huntington, W. Va.	E. M. Huffman 6		Kelly Dunfee 3	E. M. Huffman 6
Indianapolis, Ind.	Evans Woolen, Jr. 2[c]		William E. Clauer (E) 1	Albert H. Losche 5
Irvington, N. J. ..... H. P. Bedford (E) 12	F. V. Schoonover 13	C. William Pfeil 27	W. C. Terrill 21	
Jackson, Mich.	C. H. Vedder 20	Charles P. Ismon 8	H. A. Hirschman (E) 21	Phillip E. Campbell 2
Jackson, Miss.	D. W. McGehee*[a]			A. J. Johnson 14
Jacksonville, Fla. ..... F. M. Valz (E) 12	J. E. Pace 14[a]	John L. Hall (E) 21	C. W. Hendley (E)*	G. M. Gordon 22
Jamestown, N. Y.	B. A. Reed 8[c]	Charles N. Cotter*	George S. Doolittle 12	
Jersey City, N. J. ..... Arthur Potterton	W. J. Budd[c]		Henry Berghorn	Thomas Hopkin
Johnstown, Pa. ..... W. I. Hurst (E) 2	Wm. H. Dawson (E) 14[c]	M. M. Chudy 2	James N. McKee (E) 2	W. I. Hurst 2
Joliet, Ill.	Harry Namanny[a]		Frank J. Cornaghi 3	James Hennessy 3
Joplin, Mo. ..... Beauford F. Herron (E) 12	Margaret Applegate 3[a]	Warren Lofton	Beauford F. Herron (E) 12	
Kalamazoo, Mich. ..... D. P. Turnbull 8	James J. Keizer 9	Wilbur C. Hunting 2	Waldo S. Bogart 10	Harold A. Bland 13
Kansas City, Kans. ..... George T. Darby (E) 6	J. O. Spear 22[a]		Bertha M. Jagger 15	R. W. Radford 7
Kansas City, Mo. ..... A. L. Darby 4	Edward P. Connor 8[a]	John J. Manning 4	Maurice Carey 8	William J. Tefee 8
Kearny, N. J. ..... J. E. Frobisher (E) 3		(Board of 3)	James Ness 9	
Kenosha, Wis. ..... A. E. Axtell*	Barney Herrmann*	John Stevens 18	A. E. Axtell*	Joseph V. Duffy 10
Knoxville, Tenn. ..... Harry Wood 2	Herbert Cox 6	John Boring 10	W. H. Stapleton 7	Wiley W. Thomas 10
Kokomo, Ind.			Thomas Sellers (E) 4	
La Crosse, Wis.	L. J. Kaiser (E) 5[c]	B. Stoen 1	J. P. Roop (E) 7	
Lakewood, Ohio ..... H. A. Rees 2				
Lancaster, Pa. ..... Frederick J. Vaux (E)*	C. W. Stehman*[c]	Grover C. Snyder*	August A. Krimmel, Jr. (E)*	
Lansing, Mich.	Robert E. Sanderson 10[c]	(Board of 3)	Lois Chase (E) 6	John F. Morley*
Laredo, Tex.		F. A. Lattig (E) 2	J. A. Ortig (E)	
Lawrence, Mass. ..... Walter A. Griffin 2	William F. Mahoney[a]	John J. Murphy	William A. Kelleher	James F. Donahue
Lewiston, Me.	B. C. Tribou 12[a]	(Board of 3)	Francis V. Crowley (E) 1	
Lexington, Ky. ..... Viola Kaufman 21[a]		George R. Curran 2	H. R. McEldowney	Ben B. Herr*
Lima, Ohio	Clyde Welty (E)*[a]		Lawrence Long*	A. L. Metheany (E)*
Lincoln, Neb.	Theodore H. Berg 21[a]	P. H. Mathews 13	L. C. Oberlies (E) 1	
Little Rock, Ark.			G. L. Alexander (E) 2	
Long Beach, Calif.	Myrtelle Gunsul (E) 14[a]	Burton H. Bridge 10	H. C. Morse 12	H. C. Freeman*
Lorain, Ohio	Frank Ayres (E) 2[a]		P. J. Flaherty (E) 2	
Los Angeles, Calif. ..... John S. Myers (E) 23[c]	Dan O. Hoye 5		N. T. Powell 18	A. J. Holm 1
Louisville, Ky. ..... J. J. Kunz 18	Margaret E. Boyd (E) 6	J. Kesselring*	J. J. Kunz 18	John Bierne*
Lowell, Mass.	Dan E. Martin 10[a]	(Board of 3)	Abel R. Campbell 5	William Riley 2
Lynchburg, Va.	John M. Otey 13[a]	C. C. MacLeod (E)*	George M. Bell (E) 15	Karl V. Ogden 10
Lynn, Mass.	Charles H. Tucker 26[a]	(Board of 3)	Frank A. Turnbull 19	J. Fred Manning (E) 4
McKeesport, Pa. ..... John D. Evans (E) 6	W. V. Campbell (E) 6[c]	August Anderson 34	George W. Gray (E) 12	
Macon, Ga.	George M. Blossom[a]	I. L. Dunwody 4	Rufus W. Evans 6	David S. Jones 6
Madison, Wis.	George Nelson[a]	John Stock	Frank A. Maxwell (E) 2	Bernard L. Gill 3
Malden, Mass.	Clarence W. Clark 3	Clarence E. Carney 9	W. E. Milliken 13	
Manchester, N. H.	F. A. Lepage 2[a]	(Board of 3)	Frank D. McLaughlin 2	

TABLE VIII-B.—DIRECTORY OF CITY OFFICIALS IN ALL CITIES OVER 30,000—Continued

City	Director of Finance	Chief Accounting Officer	City Assessor	City Treasurer	Purchasing Agent
Mansfield, Ohio		P. L. Kelley (E) 10[a]		Glenn Davidson (E) 2	
Marion, Ohio		Frank Weber (E)*[a]		Kenneth Tobin (E)*	
Medford, Mass.		Alexander A. Lucey 11[a]	William F. Grady 4	John J. Ward 4	Louis J. Dodsworth 2
Memphis, Tenn.	Charles A. Gates (E) 1	D. C. Miller 2	Guy E. Joyner (E) 6	K. H. Nazor 2	Gordon Hollingsworth 2
Meriden, Conn.		Edward A. Birdsey (E) 2[c]	Walter Savage	Edward J. Pickett (E) 2	
Meridian, Miss.	C. Vinson*	M. L. Rush*	W. W. George 1	M. L. Rush 1	
Miami, Fla.	A. E. Fuller 3	William Tracy 7	G. R. Green 7	A. E. Fuller 3	R. B. Grant*
Milwaukee, Wis.		William H. Wendt (E) 1[c]	L. A. Arnold 12	John W. Mudroch (E) 2	J. W. Nicholson 15
Minneapolis, Minn.		Dan C. Brown (E) 29[c]	Edward S. Gould*	C. A. Bloomquist (E) 25	Fred S. Gram 11
Mobile, Ala.		H. G. Zeigler[c]			
Moline, Ill.		Mrs. A. N. Brissman (E) 5	A. J. Kucheman (E)*	Clarence Klingebiel (E) 1	Frank A. Herbst
Montclair, N. J.	H. F. McConnell (E) 6	H. M. Heddy 16[c]	David H. Mabey 3	George Courter 4	S. R. Humbert 6
Montgomery, Ala.		B. A. Kilgrow 10[a]		J. L. Cobbs 14	A. M. Anderson 6
Mt. Vernon, N. Y.	John Lynn (E)[c]	S. A. Roberts 5	Edwin W. Pattison 10		
Muncie, Ind.	Lester E. Holloway 4[c]			Ray Pittenger (E)*	
Muskegon, Mich.	Frank Bowles 6	Frank Bowles 6[a]	Burt P. Hatch 9	Anna J. Vos 20	Alma C. Peterson 11
Muskogee, Okla.		R. L. Davis 4[a]		L. W. McClain	Jess Robinson 4
Nashua, N. H.		Arthur L. Cyr 26	M. D. Cobleigh (E) 6	Samuel Dearborn 20	
Nashville, Tenn.	W. B. Cook 10[c]	R. H. Thompson, Jr. 4[a]	Vernon Sharpe 18	Allen B. Cummings 10	Verner Tolmie 10
Newark, N. J.	R. Parnell (E)*	A. K. Brady 17		Reginald Parnell (E)	William A. Adams*
Newark, Ohio		S. O. Coyle (E)[a]		H. L. Cramer (E) 2	
New Bedford, Mass.		C. J. McGurk 32[a]	(Board of 3)	John Morris 6	
New Britain, Conn.	William H. Judd 4	William H. Day (E) 4[c]	Thomas Linder	C. L. Sheldon (E) 15	
New Brunswick, N. J.	George F. Baier 6	J. H. Whitfield[c]	(Board of 3)	William G. Howell 15	
Newburgh, N. Y.		A. Slaughter*	William J. Kohl 8	D. E. McKinstry 19	Joseph A. Fogarty*
New Castle, Pa.	A. A. Hoyland (E) 2	E. R. Wimer (E)*	Andrew Sands 2	L. W. McClurg (E) 6	Joseph Alexander (E)*
New Haven, Conn.		G. Henry Brethauer (E) 1[c]	Ralph L. Bishop 15	Walter P. Johnson (E) 1	
New Orleans, La.	A. Miles Pratt (E) 4	W. T. Ryan[a]	(Board of 7) (E)	William S. Daly 4	W. Legier 4
Newport News, Va.	J. C. Biggins 8	L. J. Kopke (E) 10[a]		W. E. Jones (E)*	A. M. Hamilton (E) 13
New Rochelle, N. Y.	Walter J. Brennan*	Edward T. Glick 2	George W. Sutton 17	John P. Nestler 8	George I. Roberts, Sr. 2
Newton, Mass.		Daniel A. White 10[a]	John W. Murphy 10	Francis Newhall 20	
New York, N. Y.	W. A. Cunningham*	Paul Blanshard*	(Board)		Russell Forbes*
Niagara Falls, N. Y.		Frank L. Monin*[c]	John Palumbo*	Daniel P. King 2	E. T. Arnold 2
Norfolk, Va.	W. P. Hilton 1	W. P. Hilton*[a]	(Board of 3)	B. Gray Tunstall (E) 20	I. R. Vanderberry 8
Norristown, Pa.			(One each ward)	Frank A. Logan 2	F. Lester Smith 2
Norwalk, Conn.		Stephen Dokus 2[c]	Charles T. McGovern*	Daniel J. Farrell (E)*	
Norwood, Ohio		A. M. Schoneberger (E)		Edward H. Nieporte (E)*	
Oakland, Calif.		Harry G. Williams[a]	H. G. Williams (E) 10	Raymond O. Waring	P. J. Sampson 3
Oak Park, Ill.		T. R. Leth 3[c]	H. E. Hopkins (E)*	H. W. Austin (E) 30	Dudley C. Meyers 11
Ogden, Utah	Harmon W. Peery (E) 2	Anna May Collins (E) 2		Murray Whitney 2	Clifford Halliday 2

Oklahoma City, Okla.	W. F. Vahlberg	F. G. Baker 13[a]		J. Ammerman 13	S. G. Brink 7
Omaha, Neb.	Dan B. Butler	Charles E. Stenicka 12[c]	(County Assessor)	(County Treasurer)	F. Welty*
Orange, N. J.	Walter B. Savage (E) 4	Frank J. Coughtry 27[c]	John Keaster 19	John C. Crowe 2	
Oshkosh, Wis.		Rud Kriz (E) 1[c]	John Hackbarth 12	Harvey Galow (E) 2	
Paducah, Ky.	Charles C. Rieke	George Oehschlaeger	J. Wes Troutman		L. V. Bean*
Pasadena, Calif.		Miner B. Phillipps 3[c]	S. F. Cheshire 8	B. H. Rhodes 6	Muriel Hobday, Asst.
Passaic, N. J.	Henry C. Whitehead (E) 3	Grover P. Heinzmann 11[c]	Edw. J. Levendusky 11	William F. Laporte 3	Grover P. Heinzmann 11
Paterson, N. J.	H. H. Schoonmaker 6	A. J. Farrell 6[c]	William F. Furrey 10	John A. Egan 6	(Board of Finance)
Pawtucket, R. I.		Thomas P. McCoy 1[a]	(Board of 3)	Vincent J. McAloon 1	G. C. Haberlin 1
Pensacola, Fla.	George J. Roark 3	J. E. Frenkel 12[c]	L. W. Wells 19		George J. Roark 3
Peoria, Ill.		F. G. Bruninga 1[c]	D. J. Goggin (E) 24	H. S. Weston (E) 1	
Perth Amboy, N. J.	William C. Wilson (E) 8[c]	Edward J. Dalton 8	(Board of 3)	Joseph E. Hornsby 8	
Philadelphia, Pa.	City Council (E) 2'	S. Davis Wilson (E) 1[c]		Will B. Hadley (E) 1	Joseph H. Hagedorn 2
Phoenix, Ariz.		William F. Clark[a]	Hugh Callahan	Oliver Locke	William G. Elder
Pittsburgh, Pa.		James P. Kerr (E) 4[c]	P. C. Williams 4	James P. Kirk 4	W. R. Dunlap
Pittsfield, Mass.	Harry C. Hutchinson[a]	Frederick H. Chant*	(Board of 3)	H. Edward Hayn*	
Plainfield, N. J.	Ross R. Deardorff 8		(Board of 4)	Arthur E. Crone (E) 17	Ross R. Deardorff 8
Pontiac, Mich.	E. H. Tinsman 2	Oscar Eckman*	Charles Harmon 7	G. C. Johnston 24	
Port Arthur, Tex.	Robert L. Cooper 2	E. S. Foreman 2'	E. R. Harl 2	E. R. Harl 2	E. R. Harl 2
Port Huron, Mich.	Thomas H. Molloy (E) 4	Earl Madill 22	M. N. Petit 20	Earl Madill 12	Emma C. Fitzpatrick 12
Portland, Me.		A. Edwin Smith[a]	(Board of 3)	John R. Gilmartin 18	William O. Thompson 8
Portland, Ore.	R. E. Riley (E) 3	George R. Funk (E) 16[a]	(County)	William Adams 21	L. A. Baumhoover 2
Portsmouth, Ohio	William N. Gableman 4[a]			Walter L. Dickey 4	F. E. Sheehan 2
Portsmouth, Va.		L. C. Brinson 18[a]		Mrs. Mary Hudgins (E)	L. C. Brinson 18
Poughkeepsie, N. Y.			Edgar Baker*	Le Grande Crippen*	
Providence, R. I.		William F. Brown (E) 3[a]	Joseph H. Kiernan (E) 3	Walter F. Fitzpatrick (E) 3	
Pueblo, Colo.		J. W. Loor 20[c]		J. W. Carpenter (E) 7	
Quincy, Ill.		Leo F. Amen*[c]	Charles W. Zang (E)	H. J. J. Broemmel (E)*	
Quincy, Mass.		George H. Bonsall (E) 1		Kenneth McLennan 1	
Racine, Wis.		James C. Peterson (E) 3[c]	Walter Hood (E) 13	August J. Eisenhut (E) 24	
Raleigh, N. C.	George A. Iseley	W. R. Price[a]	S. F. Taylor	J. H. Brown	George A. Iseley
Reading, Pa.	E. L. Neubling (E)*	H. Monges (E)[c]	W. Ringler*	C. High (E) 2	J. Seasholtz 2
Revere, Mass.		Robert M. Copeland 35[a]	(Board of 3)	James M. O'Brien (E) 5	Clarence R. Borden 5
Richmond, Ind.		J. L. Bond 4[c]		A. J. Overman (E) 4	
Richmond, Va.		L. B. Edwards 5[c]	John M. Hart (E)*	C. R. Kennett (E)*	
Roanoke, Va.		P. H. Tucker 20[a]	(Board of 3)	Augustine J. Hone 2	Emmett V. Norton 2.
Rochester, N. Y.		Paul B. Aex*[c]	(County)	H. F. Beckstrom (E) 1	
Rockford, Ill.			Charles Nicholls (E)*	Carl J. L. Wessel (E) 3	F. M. Brown*
Rock Island, Ill.				Lynn C. Butts (E) 13	
Rome, N. Y.		E. D. Adams 8[c]	E. H. Nelson*	J. H. Stephens 6	E. J. Plato 11
Sacramento, Calif.		A. J. Louden[c]	Arthur R. Carman 2		
Saginaw, Mich.	J. D. Roberts (E) 4[a]	T. M. Longmuir 2[c]	C. A. Buis 3	Phil J. Welch (E) 2	H. L. Graham 4
St. Joseph, Mo.					

TABLE VIII-B.—DIRECTORY OF CITY OFFICIALS IN ALL CITIES OVER 30,000—Continued

City	Director of Finance	Chief Accounting Officer	City Assessor	City Treasurer	Purchasing Agent
St. Louis, Mo.		Louis Nolte (E) 17[c]	Walter D. Coale*	Henry C. Menne (E)*	Victor P. Roach*
St. Paul, Minn.	Milton Rosen (E) 2	H. F. Goodrich (E) 2[c]			James M. Clancy 2
St. Petersburg, Fla.	Frank Wilson 3	Baynard Cook 7	John C. Donehoo 2	Frank Wilson 3	John C. Andrews 4
Salem, Mass.	John V. Cook 9	John V. Cook 9[a]	(Board of 3)	Charles G. F. Cokes 4	David Hamilton 5
Salt Lake City, Utah	Louis Marcus (E) 2	Samuel F. Nicholls (E) 4[a]	F. K. Arnold 12	Milton E. Lipman 2	Frank Emery 2
San Antonio, Texas		Walter Tatsch 6[a]	Frank H. Bushick (E) 11	A. R. Dietzmann	E. G. Siebrecht 1
San Bernardino, Calif.		C. C. Wood 8[a]		A. A. Burcham (E) 7	C. C. Wood 8
San Diego, Calif.		G. F. Waterbury 3[c]	(County)	R. C. Lindsay*	F. M. Lockwood*
San Francisco, Calif.	Arthur Curtis 2	Leonard S. Leavy 2[c]	Russell L. Wolden (E) 8	Duncan Matheson (E) 4	T. A. Brooks 2
San Jose, Calif.		Roy E. Walter (E) 18[a]	(County)	Harold Ahlman*	C. B. Goodwin 13
Santa Ana, Calif.		Lloyd H. Banks 9[a]	(County)	Margaret Esau (E) 7	Lloyd H. Banks 5
Santa Barbara, Calif.		George D. Geib 3[a]	W. W. Smith (E)	Miss B. Herd 5	C. E. Hasse 16
Santa Monica, Calif.	J. D. Plumer (E)*	R. A. Krueger*	Ina D. Lee 25	F. M. Coyne 25	
Savannah, Ga.		E. R. Banks 2[c]	E. F. Lovell (E) 2	R. S. Carr (E) 2	W. L. Logan 2
Schenectady, N. Y.		Leon G. Dibble (E) 16[c]	(Board of 4)	Walter C. Whitmyre (E) 14	G. C. Wartman*
Scranton, Pa.		Edward Eisele (E) 28[c]	C. G. Chappell*	Fred A. Westpfahl*	
Seattle, Wash.		H. W. Carroll (E) 4[c]		H. L. Collier (E) 4	William A. Gaines 3
Sheboygan, Wis.		Wilbur Brehm (E) 5[c]	Edward F. Oehler (E) 12	E. F. Stolzenburg (E) 5	Fred Hensel
Shreveport, La.	J. McW. Ford (E) 3	H. H. Huckabay 3[a]		J. T. Tanner 3	F. R. Hodes, Jr. 2
Sioux City, Ia.	D. S. Lewis (E) 4	W. E. True 34	P. C. Cockerill 8	C. A. Carlson 24	
Sioux Falls, S. D.	George W. Burnside (E) 26	Walter C. Leyse 22[a]	G. R. Eliker 1	T. J. Morgans 1	
Somerville, Mass.		Francis J. Daley 4[a]	Maurice F. Ahearn 4	Joseph D. Mawhinney*	
South Bend, Ind.	George A. Knoblock[c]	E. J. McErlain 4[c]		Dunedin J. Campbell (E) 4	
Spokane, Wash.	A. W. Burch 5	H. D. Dearling 4[a]		H. F. Tabb 2	C. T. Bogart 17
Springfield, Ill.	Harry B. Luers (E) 8	Ray E. Simmons 8[c]		Charles A. Schuppe 3	
Springfield, Mass.		Albert E. Neale 5[a]	(Board of 3)	George W. Rice, Jr. (E) 2	
Springfield, Mo.		A. C. Kilham[a]	J. W. Bass (E) 4	E. J. Cogley (E) 17	
Springfield, Ohio		J. M. Stritch[a]		R. L. McIntire*	Pearl A. Lewis*
Stamford, Conn.		Wm. D. Hart	Justin A. McCarthy 2	Joseph P. Zone (E) 4	William J. O'Connell 6
Steubenville, Ohio		J. A. Cartledge (E) 8[a]		P. S. Linn (E) 4	
Stockton, Calif.		J. P. Campbell 10[a]	J. P. Campbell 10	M. E. Page 4	Van L. Shaljam 10
Superior, Wis.		B. O. Bergeson 12[c]	A. A. Lenroot*	W. J. Keaough*	E. R. Bowser*
Syracuse, N. Y.		W. Markson (E) 2[c]	(Board of 4)	C. Latterner (E) 7	A. Smingler 8
Tacoma, Wash.	C. V. Fawcett (E) 4	T. A. Swayze (E) 4[c]	(County)	C. V. Fawcett (E) 4	B. R. Nichols 7
Tampa, Fla.		George V. Booker 2[c]	W. Fred Stewart (E) 2	T. C. Keller 12	Thomas Hudgings 2
Taunton, Mass.		John E. Fitzgerald 18[a]	Joseph P. McKenna	Lewis A. Hodges 22	
Terre Haute, Ind.		James M. Carlos 3[c]		James J. Fagan (E)*	
Toledo, Ohio	E. L. Peters 4	C. H. Austin 4		J. L. Weber*	C. B. Debth 2
Topeka, Kans.	Dean Van Ness (E) 5	R. F. Agard 5[a]		O. N. Berry 5	
Trenton, N. J.	Edw. W. Lee 22	Edward W. Lee 25[c]	Arthur Ballard 2	Harry E. Evans 26	
Troy, N. Y.		Lawrence J. Collins (E) 2[c]	John W. Byrne 4	John F. Shannon (E) 4	John L. Kelly 6

Tucson, Ariz.		C. E. Pequignot 9[a]	C. E. Pequignot 9	Charles C. Irvin 3	R. E. Butler 3
Tulsa, Okla.	D. H. Pratt (E) 4	Earl E. Logan (E) 4[a]		R. J. Moore 2	W. F. Graham 2
Union City, N. J.	Lewis B. Eastmead (E) 4	Thomas A. Nolan 4[c]		William G. Weller 4	
Utica, N. Y.		A. C. Stiefvater (E)[c*]		Frederick H. Gilmore (E) 1	
Waco, Tex.		George D. Field 11	Tom S. Hollon 4	First Natl. Bank	J. L. Smith 3
Waltham, Mass.		C. Ralph Dow 10[a]	William Shoesmith 4	Harlan W. Cutter 22	Henry G. Saumseigle 10
Warren, Ohio		B. M. Hillyer (E) 2[a]		M. E. Hillman (E) 6	
Washington, D. C.		D. J. Donovan[a]	W. P. Richards	U. S. Treasury Dept.	M. C. Hargrove
Waterbury, Conn.		D. J. Leary (E) 4[c]		E. L. Tuttle (E) 12	M. J. Dunn 12
Waterloo, Ia.		Charles C. MacKay 12[a]	J. A. Townsley 12	Guy M. Johnson (E) 6	Charles C. MacKay 12
Watertown, Mass.		W. W. Norcross, Jr. (E) 20[a]		H. W. Brigham (E) 24	
Watertown, N. Y.		T. F. Goodwin 14[a]	S. C. Humphrey 8	P. B. Dorr 9	H. B. Evans 9
Waukegan, Ill.		John P. Wyllie 3	Russ Alford 2	Edward Holmberg (E) 1	Helen Blakeslee 1
West Allis, Wis.		I. F. Knoebel 12	J. B. Brady (E) 8	P. A. Hoffman (E) 3	
West New York, N. J.	James B. Corbett (E) 3	Joseph F. Toomey 3	Saul Harris 8	Daniel P. Curry 1	
Wheeling, W. Va.		N. H. Von Berg 11	Karl G. Sailer (E) 5	W. H. Pfarr*	
White Plains, N. Y.	Richard Appel 3		William J. Weise 9		
Wichita Falls, Tex.	W. E. McBroom 13		W. E. McBroom 13	A. M. Miller 1	F. M. Rugeley 13
Wichita, Kans.	E. S. Worrell 11	E. S. Worrell 11		E. M. Thomas 8	E. Pierce*
Wilkes-Barre, Pa.	T. W. Brown*	George M. Yencha (E) 2[c]	Ed Eyerman 10	Frank P. Kelly (E) 6	Ethylda Shelhamer*
Williamsport, Pa.	E. H. Maitland (E) 1	George L. Fisk (E) 2[c]	J. S. Webster 4	B. C. Bowman (E) 2	
Wilmington, Del.	John P. Grant*	Frank P. H. Sholly*[a]	Edw. I. Glenn*	William V. Lynch, Sr.*	
Wilmington, N. C.	W. Louis Fisher (E) 4	J. R. Benson 14	(County)	J. R. Benson 14	W. Louis Fisher (E) 4
Winston-Salem, N. C.	F. J. Peterson, Jr. 5	F. J. Peterson, Jr. 5		W. J. Hammer 4	F. J. Peterson, Jr. 5
Woonsocket, R. I.		A. L. Robert 2	L. Rocheleau 6	W. J. Forcier 2	
Worcester, Mass.		Henry A. Allen 13[a]	George B. Hurlburt 36	Harold J. Tunison 14	
Yonkers, N. Y.		James E. Hushion (E) 2[c]	Timothy Murray 12	G. W. Klein, Jr. (E) 2	Arthur I. Miller 2
York, Pa.	John L. Snyder 2	L. E. W. Buckingham 6	Robert O. Stallsmith 15	William H. Reynolds 6	
Youngstown, Ohio	Hugh D. Hindman 2	Hugh D. Hindman 2	Hugh D. Hindman 2	Hugh D. Hindman 2	Ferd Flood 2
Zanesville, Ohio		Henry F. Stemm (E) 6[a]		W. E. Decker*	Georgiana Lyle*

Table VIII—C

DIRECTORY OF CITY OFFICIALS IN ALL CITIES OVER 30,000

Name, length of service, and method of selecting city officials, as reported in January, 1934. Length of service in present position to nearest year is indicated by figure following the name. "E" indicates elected officials; others are appointed. An asterisk (*) indicates less than one year's service in present position.

City	Police Chief	City Engineer	Director of Public Works	Director of Public Welfare	Health Officer	Fire Chief
Akron, Ohio	Frank Boss	Ed Kemmler	E. A. Kemmler	J. M. Zang	M. D. Ailes	W. F. Woehler
Alameda, Calif.	Vern Smith 3	Burnett Hamilton			F. B. Galbraith*	Thomas M. Lane*
Albany, N. Y.	David Smurl 10	James G. Brennan 12	Kenneth Marsh 4	Leo M. Doody 12	Daniel V. O'Leary*	Michael J. Fleming 10
Allentown, Pa.	Patrick Herrity 2	Earl W. Meckley 10	E. W. German (E)*		J. Treichler Butz 19	Edgar W. Wolf 10
Alton, Ill.	James F. Hart 1	C. Abraham 5	Ed Evans 1		R. W. Merkle 1	John Tisius 1
Altoona, Pa.	B. F. Miller	H. J. Baum	Bence Keatley (E) 12		R. A. Herbert*	T. W. Alleman
Amarillo, Tex.	W. R. McDowell 4	H. R. Smith 1			B. M. Primer 3	G. B. Cooper 3
Amsterdam, N. Y.	William Cline 25	Frank Huntington 3	Clarence Heslan 1	Victoria Sierenga 1	Patrick Fitzgibbon 5	James Stewart 25
Anderson, Ind.	C. Carney 2	H. L. Gwinnup 4	(Board of 3)		G. Metcalf	Ward Wantz 4
Arlington, Mass.	Archibald F. Bullock 3	James M. Keane 6	(Board of 3)	Clifford W. Cook 1	William H. Bradley 20	Daniel B. Tierney 11
Asheville, N. C.	W. J. Everett*	R. L. Maynard 3	P. L. Threlkeld	E. Grace Miller*	D. E. Sevier 3	A. L. Duckett 3
Atlanta, Ga.	T. O. Sturdivant	Clarke Donaldson (E) 4			J. P. Kennedy 4	O. J. Parker
Atlantic City, N. J.	James A. McMenamin	Frank D. Mount	Robert L. Warke, Jr.	George Ortlip*	Samuel L. Salasin 14	Joseph S. Leeds
Auburn, N. Y.	Chester Bills 3	Joseph Tehan 8		Lucile G. Chisholm 3	John Copeland 2	Fred Washburn 6
Augusta, Ga.	G. E. W. Britt	John D. Twiggs			H. G. Callison	John B. Kennedy
Aurora, Ill.	A. G. Wirz 5	Walter Deuchler 12			George H. Haan 18	Lloyd E. Gramley 3
Austin, Tex.	R. D. Thorp 5	J. E. Motheral*	J. E. Motheral*	E. O. Chimene 3	Banner Gregg*	John E. Woody 12
Baltimore, Md.	George Gaither 6	Bernard L. Crozier 4	Bernard L. Crozier 4	T. J. S. Waxter*	Huntingdon Williams 4	P. W. Wilkinson
Baton Rouge, La.	King H. Strenzke 20	R. Swart 4	P. Higginbotham (E) 4	Mrs. C. C. Devall 11	T. J. McHugh 11	R. A. Bogan 16
Battle Creek, Mich.	Hugh Gordon 10	Mark Chambers*	Dale D. Quick (E)*	C. F. Wright (E) 2	A. A. Hoyt 7	W. P. Weeks 45
Bay City, Mich.	F. A. Anderson 1	Ed Wilhelm 5	George L. Lusk 6	Mrs. B. K. Bunn 3	G. W. Moore 12	H. C. Crumb 1
Bayonne, N. J.	Cornelius J. O'Neill 10	Walter L. Clarkson 9	James J. Donovan (E) 3	Mae O'Connor 3	W. W. Brooke 15	William S. McLoughlin 7
Beaumont, Tex.	C. E. Kennedy 10	R. C. Black 10	R. C. Black 10	Fred Colby 2	Fred Colby 2	S. D. O'Conor 16
Bellingham, Wash.	M. L. Laase*	Arthur Edson*	E. B. Pym 8		I. W. Powell 6	Ira Jones*
Berkeley, Calif.	J. A. Greening 2	Harry Goodridge 5	Harry Goodridge 5		F. L. Kelly 10	George Haggerty 7
Berwyn, Ill.	John Regan 3	Frank Broucek 3	Frank Broucek 3			James Hrach 3
Bethlehem, Pa.	Ernest Stocker 4	Robert L. Fox 16	George Reussner (E)*		J. E. Brader 14	A. E. Anderson 14
Binghamton, N. Y.	L. C. Abel 6	J. A. Giles 2	J. P. Wynne 2	H. S. Tolley 2	C. J. Longstreet 16	E. J. Brown 6
Birmingham, Ala.	Luther Hollums	A. J. Hawkins 12			J. D. Dowling 16	J. L. Akin 11
Bloomfield, N. J.	Joseph J. Huddy 10	J. W. Obreiter 5			J. C. Saile 20	George E. Koeber 15

Bloomington, Ill. ..... Paul Gierman	S. E. McCullough	William Malloney		B. Markowitz	Rolla Neal
Boston, Mass. ..... Eugene C. Hultman 4		Christopher J. Carven*		Francis X. Mahoney 12	Edward F. McLaughlin 3
Bridgeport, Conn. ..... Charles Wheeler 6	F. Toquet 4	Peter Brewster*	Angus P. Thorne 12	Richard O. B. Shea 2	Thomas Burns 5
Brockton, Mass. ..... James F. Morey	Augustus Masefield 3		William Bamford	Alvah Mawbey 3	Frank F. Dickinson
Brookline, Mass. ..... Allen H. Rutherford 14	Henry A. Varney 18	Daniel A. Lacy	Kate Ellis*	Francis P. Denney 20	Selden R. Allen 10
Buffalo, N. Y. ..... James W. Higgins*	John T. Mockler	George J. Summers*	Robert M. Smyth*	F. E. Fronczak 12	W. R. Castimore 2
Butte, Mont. ..... Jerry Murphy	M. J. Loughran 2			J. J. Kane 2	Fred Martin
Cambridge, Mass. ..... John J. McBride 15	G. Frank Hooker 2	W. M. McMeniman 8	(Board of 5)	Simon B. Kelleher 20	Herman E. Gutheim
Camden, N. J. ..... J. Golden, Acting	Thomas J. Daly 11	F. B. Hanna (E) 6	D. S. Rhone (E) 8	A. L. Stone 11	J. H. Lennox, Acting 1
Canton, Ohio ..... Earl Hexamer	John Shisler 2	Frank L. DeCorps 2		Frank B. Sayre 4	R. O. Mesnar
Cedar Rapids, Ia. ..... W. C. Benesh 12	F. E. Young 6	Louis O. Like	Alma E. Hurtz	Thomas F. Suchomel 2	E. P. Kohout 2
Charleston, S. C. ..... C. H. Ortmann 7	J. H. Dingle 40		C. Floride Bissell	Leon Banov 8	J. H. Wohlers 1
Charleston, W. Va. ..... John Britton 12	H. L. Campbell 7			Hugh Robins 7	J. L. McLane 7
Charlotte, N. C. ..... Ed. Pittman 3	Wayt Thomas 7			G. L. Rea 3	W. H. Palmer 7
Chattanooga, Tenn. .... C. R. Bryan 5	W. H. Wilson				Bob Jones 7
Chelsea, Mass. ..... Charles M. Finn 12	James A. O'Brien 20	James A. O'Brien 20	Robert Coyne 2	John F. Welch 10	David M. Hudson 20
Chester, Pa. ..... James Davenport*	Fred Hartvigson 2	George J. Hunter (E) 8		H. C. Donahoo*	Alexander Calhoun 2
Chicago, Ill. ..... James P. Allman 3	M. B. Reynolds 3	Oscar Hewitt 1	Elizabeth A. Conkey 3	H. N. Bundesen 3	A. R. Seyferlich*
Chicopee, Mass. ..... Frank O'Callahan	Frank P. Cobb		Thomas McElhone	Gertrude M. DeWitt 11	Andrew F. Sears*
Cicero, Ill. ..... Michael Solar 1	Louis Mongreig 15	Walter F. Gallas 2		Frank J. Pokorney 2	John W. Raleigh 2
Cincinnati, Ohio ..... William Copelan 21	Henry Kranz 2	J. Eugene Root 3	Fred K. Hoehler	William H. Peters 15	Barney J. Houston 18
Cleveland, Ohio ..... George J. Matowitz	Robert Hoffman	William F. Eirick	David S. Ingalls	Harold J. Knapp	James E. Granger
Cleveland Heights, O. ... W. G. Barrows 14	F. A. Pease	H. H. Canfield 12	H. H. Canfield 12	Robert Lockhart 12	O. F. Romann 20
Clifton, N. J. ..... Tunis Holster 16	John L. Fitzgerald 6		Jacob Van Broekhoven	J. P. Quinlan 13	John Zanet 14
Colorado Springs, Col. .. H. D. Harper 16	Frank O. Ray 13			O. R. Gillett 25	C. R. Dailey 3
Columbia, S. C. ..... W. H. Rawlinson 6	W. S. Tomlinson 8			P. E. Payne (E) 4	A. McC. Marsh 12
Columbus, Ga. ..... M. D. Gill 10	H. W. Rattray 6			W. E. Mayher 5	Monte McEacheren 9
Columbus, Ohio ..... F. F. Kundtz 3	Paul Maetzel 1		Chas. F. Lender	N. C. Dysart 5	Edward Welch*
Council Bluffs, Ia. ..... J. C. Jensen 2	E. E. Spetman (E) 4			O. H. Higgin 2	G. Crockran 3
Covington, Ky. ..... John H. Putthoff*	L. E. McCartt 3	B. M. Vastine 2		T. Sallee*	F. A. Northcutt 3
Cranston, R. I. ..... James G. Miller 5	Elton F. Durfee 9	Elton F. Durfee 9	John A. Hamilton (E) 24	Daniel S. Latham 19	Daniel F. Young 13
Cumberland, Md. ..... Oscar A. Eyerman	H. W. Schaidt 2			Harvey Weiss 10	R. C. Hoenicka
Dallas, Tex. ..... Claude Trammell 11	O. H. Koch 3	O. H. Koch 3	Mrs. A. Walker 12	J. W. Bass 3	R. D. Gambrell 3
Danville, Ill. ..... George M. Freeman 3	W. H. Martin 7	H. J. Boord 3	C. P. Madden 3	E. B. Coolley 3	F. M. Davis 3
Davenport, Ia. ..... Harry Ward 4	M. J. Malloy 2	Howard Sindt		A. B. Kuhl, Jr. 2	Richard A. Kelly 6
Dayton, Ohio ..... R. H. Wurstner 9	George F. Baker 11	George F. Baker 11	E. V. Stoecklein 13	A. O. Peters 15	Frank B. Ramby 28
Dearborn, Mich. ..... Carl A. Brooks 5	F. R. Storrer 5	Mark B. Owen 6	Mary D. Thompson 2	C. A. Christensen 12	Roy E. Mottesheard 9
Decatur, Ill. ..... E. F. Wills 7	E. K. McDonald 2			William Talbert 2	William Platt 1
Denver, Colo. ..... Albert T. Clark 3	A. K. Vickery 13	Walter B. Lowry 3	Fred W. Bailey 3	Fred W. Bailey 3	John F. Healy 21
Des Moines, Ia. ..... H. A. Aliber 6	John A. Tippee 6	John A. MacVicer (E) 2		Harry E. Ransom 2	William Burnett 39
Detroit, Mich. ..... John P. Smith*	Joseph Stringham 3	L. A. Lenhardt 2	John Ballinger 2	Henry Vaughn 20	Walter F. Israel 1
Dubuque, Ia. ..... John Giellis 19	W. H. Cullen 17			Dr. Connell 7	William Ryan 4
Duluth, Minn. ..... R. E. Donaldson 3	T. F. McGilvray 1	J. A. Farrell (E) 3		M. McFischer 3	J. A. Fisher 2
Durham, N. C. ..... G. W. Proctor 28	H. W. Kueffner 20	H. W. Kueffner 20	W. E. Stanley	J. H. Epperson	F. W. Bennett 24

Table VIII-C.—Directory of City Officials in all Cities Over 30,000—Continued

City	Police Chief	City Engineer	Director of Public Works	Director of Public Welfare	Health Officer	Fire Chief
East Chicago, Ind.	Nicholas Makar 4	Z. B. Campbell 8	(Board of 3)		J. A. Teegarden 1	Ivan Friend 1
East Cleveland, Ohio	L. G. Corlett 12	M. W. Garnett 16		M. A. Ryan 2	James E. McCauley 16	H. E. King 10
Easton, Pa.	Frank C. Frederick 12	Chauncey A. Reese 22	Charles Collmar (E) 4	Frederick C. Roberts 2	J. S. Cohen 2	Louis A. Davison 13
East Orange, N. J.	Christian N. Dell 2	Wm. D. Willigerod 23		Grace E. Colvin	Frank J. Osborne	Charles A. McGinley 6
East St. Louis, Ill.	James Leahy	W. McK. Brown (E) 4	Thomas Corrigan (E) 2	James F. Crow 1	A. P. Lauman	James M. Ames
Elgin, Ill.	Joseph G. Huber 3	Victor H. Kasser 3	Walter McLean 3	Myron M. Lehman 3	A. L. Mann 3	Robert Whalen 3
Elizabeth, N. J.	M. J. Mulcahy 18	Thomas Collins 20	(Board of 3)	(Board of 3)	L. J. Richards 35	W. H. Kenah 3
Elkhart, Ind.	John M. Weaver 4	E. M. Brady 4	William P. Krau 4		R. L. McClure 4	R. W. Dunmire 4
Elmira, N. Y.	Elvin D. Weaver 19	Michael W. Wipfler 6		Florence J. Sullivan	Reeve B. Howland 18	John H. Espey 30
El Paso, Tex.	L. T. Robey 6	H. G. Stacy 7	J. C. Galbraith (E) 3	W. E. Casteel (E) 3	T. J. McCamant*	John T. Sullivan 7
Erie, Pa.	William F. Detzel 22	Alexander N. Aitken 7	Herbert L. Munger (E) 4	James P. Rossiter (E) 2	James R. Smith 9	Michael P. Leonard 7
Evanston, Ill.	William Freeman 8	Robert Loag 3	A. Handford 9		A. Pollard 8	Albert Hofstetter 20
Evansville, Ind.	Ira Wittshire 8	James D. Saunders 20	William N. Elmendors 4		L. E. Fritsch 4	Sydnor R. Carter 8
Everett, Mass.	Geo. O. Kenney 1	Joseph W. Holmes 7	George Wilson*	Ulysses Milburn 8	John A. Brewin 14	James A. Evans 4
Everett, Wash.	George R. English 4	Olin M. Sprague	Charles J. Ericson (E) 4		I. W. Parsons 4	C. E. Swanson
Fall River, Mass.	Abel Violette 3	Thomas J. Logan 1	Thomas J. Logan 1	Fred Harrison 11	Ernest M. Morris 7	Jeremiah Sullivan 11
Fitchburg, Mass.	Thomas F. Godley 13		Joseph M. Pierce 5	Patricia M. Donahoe 1		John J. Shea 2
Flint, Mich.	James V. Wills 2		James R. Pollock 2	Victor Woodward*	Kenneth B. Moore*	Edward Price 40
Fort Smith, Ark.	Hugh Connor 2	Jay Medlen*			Jim Johnson 14	M. J. Brun 25
Fort Wayne, Ind.	Joseph P. Brennan	Van Alstine Barnett	John C. Trier	Elmer Fox	C. G. Miller	John C. Stahlhut
Fort Worth, Tex.	Henry B. Lewis*	D. L. Lewis 21	D. L. Lewis 21	A. H. Flickwir 4	A. H. Flickwir 4	S. Ferguson 8
Fresno, Calif.	Frank Truax	Jean Vincenz (E) 4	Jean Vincenz (E) 4	Z. S. Leymel (E) 4	Carlton Mathewson	W. R. Williams
Galveston, Tex.	T. Massina 4	W. B. McGarvey 4			W. Kleberg 8	A. B. Bockelman 2
Gary, Ind.	Stanley Bucklin 4	John Hayes 4	W. P. Patterson 4		W. H. Behn 2	Joseph Shirk 3
Glendale, Calif.	J. D. Fraser 12	J. C. Albers 4		Louise Robinson*	F. A. Wilmot	A. H. Lankford 13
Grand Rapids, Mich.	Mallery M. Kincaid 1	Charles W. Darling 7	Grover C. Dillman 1	Edgar H. Campbell*	A. H. Edwards 14	George Boughner 18
Green Bay, Wis.	Thomas E. Hawley 37	Francis Steeno 6			H. Atkinson 5	Ralph Drum 6
Greensboro, N. C.	M. D. Caffey	Ray Warren	C. W. Smedberg	Ethel Speas	C. C. Hudson	F. D. Shaw
Hagerstown, Md.	Clarence G. Emmert*	Samuel L. Greenawalt*			W. R. Cameron	Max Hoover 2
Hamilton, Ohio	John C. Calhoun 6	Arthur Smalley 5	C. N. Teaff 6	R. P. Price 6	J. C. Baldridge 6	William Conlin 4
Hammond, Ind.	Thomas J. Martinson 4	Frank Blocker 4	Paul Klitzke 4		J. A. Chevigny 4	William Nill 18
Hamtramck, Mich.	William Berg 2	George J. Jerome 6	Alex. Smolinski 2	M. Rybacjewski 2	C. R. Sheridan 6	
Harrisburg, Pa.	George J. Shoemaker 6	Clark E. Cowden 18	Harry A. Sherk		John J. Raunick 22	Edward Halbert*
Hartford, Conn.	Garrett J. Farrell	Roscoe N. Clark		William J. Ryan	Charles R. Botsford	John C. Moran
Haverhill, Mass.	Charles D. Jones 3	Louis C. Lawton 3	Hiram E. Prescott	James M. Costello	George T. Lennon	Rufus A. Crittenden 3
Hazelton, Pa.	George W. Brownson 16	Jerry Rough 16			William Pfaff 6	George Brandan 1
High Point, N. C.	W. G. Friddle 2	S. A. McBee 4	S. H. Strickland 7	Euzelia Smart*	George M. Livingston 1	Floyd Baker 2
Highland Park, Mich.	Dan E. L. Patch 4	L. C. Whitsit 17	J. C. Morehouse 1		W. J. McAnnally 2	E. K. Ingram*
Hoboken, N. J.	Edward J. McFeely 15	J. O. Whittemore 16	M. F. Kearins (E) 12	B. N. McFeely (E) 8	J. F. X. Stack 16	W. J. Gilday 20

Holyoke, Mass.	David F. Allyn 2	Philip E. Bond 10	Board	John J. Byrnes (E) 26	Daniel P. Hartnett 1	Patrick J. Hurley 15
Houston, Tex.	B. W. Payne		J. M. Nagle		G. W. Larendon	E. B. Hartwell
Huntington, W. Va.	Ben M. Robinson 3	Roy W. Breece 3				W. R. Woods 2
Indianapolis, Ind.	Michael F. Morrissey 4	A. H. Moore 7	Walter C. Boetcher 2		Herman G. Morgan 5	Harry E. Voshell 5
Irvington, N. J.	Andrew Coleman 16	J. J. Casey 26	H. Kruttschnitt (E) 3		William Bailey 10	Harvey Campbell 26
Jackson, Mich.	George E. Bran 2	R. B. Jackson 2	Louis McAllister 3	Alan Leancy 1	F. R. Town	Clyde Pritchard 5
Jackson, Miss.	J. E. Simmons 12	J. J. Halbert 8				L. F. McDonald 17
Jacksonville, Fla.	A. J. Roberts 13	W. E. Sheddan 13	T. C. Imeson (E) 13		N. A. Upchurch 9	W. Q. Dowling*
Jamestown, N. Y.	Ed. M. Nyholm*	L. L. Graham*	L. L. Graham*	John L. Larson	W. M. Sill 8	C. J. Beatty 6
Jersey City, N. J.	Daniel Casey	M. Phil Guise	Michael Fagan	John Beggans	James Hagan	Roger Boyle
Johnstown, Pa.	Harry Klink 1	H. Lee Wilson 13		Robert McEldowney 1	L. W. Jones 20	Harry Schultz 12
Joliet, Ill.	N. Fornango 22	A. S. Calkins 14			L. B. Andrews 3	J. Nygren 30
Joplin, Mo.	Guy Harrington 4	J. B. Hodgdon 2	J. J. Saunders (E) 2	Bertha Isaacs 12	A. Benson Clark (E) 2	Earl Fowler 8
Kalamazoo, Mich.	Ralph W. Chapman 2	E. S. Clark 13			John Lavan 2	Chas. H. Russell, Sr. 49
Kansas City, Kans.	W. H. Stone 1	C. E. Peterson 3	H. F. Schaible (E) 3		H. W. Kassel 1	Olander Lind 30
Kansas City, Mo.	Robert J. Coffey*	Robert W. Waddell 8	M. S. Murray 8	W. E. Sullivan 8	Jaliez N. Jackson 1	M. M. Mahoney 2
Kearny, N. J.	Philip T. Bell 7	Arthur Brokaw 2			Amos Fields 8	Walter Scott*
Kenosha, Wis.	John Sullivan 6	R. M. Smith 20	R. M. Smith 20	(County)*	G. Windesheim 15	Fred Mueller 1
Knoxville, Tenn.	Levi M. York*	Hal H. Hale*	Harry J. Wight*	T. H. Haynes 4	W. H. Enneis 8	Calvin M. Johnson 5
Kokomo, Ind.	Clinton Jackson 4	George Mix 4			H. E. Duggins 11	William Richardson 1
La Crosse, Wis.	J. B. Webber 28	J. T. Hurd 6			A. M. Murphy 27	F. C. McGlachlin 18
Lakewood, Ohio	L. A. Miller	E. A. Fisher 20			W. J. Benner 20	C. A. Delaney 2
Lancaster, Pa.	A. F. Montgomery*	Ralph L. Keel*	J. F. Sweeton (E) 2		B. F. Charles	Edward G. Shoemaker*
Lansing, Mich.	Alfred Seymour 13	Sam C. Jacka*	Jay C. Brandimore 1	F. L. Parshall 1	E. R. Vandersbee*	Hugo R. Delfa 25
Laredo, Tex.	C. Mendiola (E) 4	F. C. Heins 7			H. M. Austin	G. E. Renken 6
Lawrence, Mass.	Charles R. Vose	Robert W. Priestman		John J. Ford (E) 2	John J. Ford (E) 2	Francis A. Sullivan
Lewiston, Me.	John H. Ashton 10	John Jones (E) 50	(Board of 3)	(Board of 8)	R. J. Wiseman, Jr. (E) 4	Reuben E. Estes 1
Lexington, Ky.	E. Thompson	J. White Guyn	J. White Guyn			C. J. Henry
Lima, Ohio	W. L. Taylor*	James Brakes*		J. C. Timberlake	J. B. Poling 8	John C. Mack 23
Lincoln, Neb.	W. C. Condit 1	D. L. Erickson 10			M. F. Arnholt 6	Louis Hansen 11
Little Rock, Ark.	J. L. Bennett 3	W. H. Marak 3			V. J. Webb 3	C. A. Burns 1
Long Beach, Calif.	J. H. McClelland 1	E. H. Harnett*	W. W. Hoagland*	P. W. Hammer*	S. G. Arnold*	A. C. Duree*
Lorain, Ohio	Theodore Walker	Henry Alexander	A. M. Pollock 2		Valloyd Adair	D. E. Hatt
Los Angeles, Calif.	James J. Davis*	Lloyd Aldrich 1	H. J. McGuire 6	Anna B. Smith 13	Charles W. Decker 3	R. J. Scott 14
Louisville, Ky.	E. C. Callahan*	J. B. Wilson*	Roy W. Burks*	K. P. Vinsel*	Hugh Leavel*	(Acting Chief)
Lowell, Mass.	Hugh Downey, Sr. 8	Stephen Kearnsy 20	George Le Grande 4	George Crolly 4	John J. McNamara 6	James J. Sullivan 6
Lynchburg, Va.	D. C. Smith 13	R. W. B. Hart 8	M. D. Knight, Jr. 9	M. G. Perrow 13	M. G. Perrow 13	L. B. Rapp 8
Lynn, Mass.	James H. Broad 4	Frank E. Gowdy 3	Thomas Smith 8	Joseph Cole 11	James Dumas*	William F. Welch 2
McKeesport, Pa.	John Whalen 5	L. F. Savage 20	J. C. Zwingler (E) 10		Daniel Marsh 10	Michael Quinn 20
Macon, Ga.	Ben Watkins 8	Watson Walker 8	Theodore W. Ellis 6			V. C. Shepard 2
Madison, Wis.	Wm. H. McCormick 25	Tim Harrington 30	(Board)	(Board)	F. F. Bowman 5	John Lahm 30
Malden, Mass.	John H. Aylward 25	Henry W. Estey 40	D. P. Sullivan 10	Joseph W. Proctor 20	Walter M. Healey 20	William J. Dooling 1

Table VIII-C.—Directory of City Officials in all Cities Over 30,000—Continued

City	Police Chief	City Engineer	Director of Public Works	Director of Public Welfare	Health Officer	Fire Chief
Manchester, N. H.	Michael J. Healy 42	Daniel F. Cronin 10		Francis X. Carroll (E) 2	Howard A. Streeter 10	Charles H. French 17
Mansfield, Ohio	William Lauer	W. C. Statler	H. Homberger (E) 4		James Koneman 10	Charles Seeberger
Marion, Ohio	William E. Marks 10	Tom Cathers	W. N. Sams*	Jesse A. Warrick*	Kenneth Smith 2	T. J. McFarland 25
Medford, Mass.	Daniel W. Connor 4	Harold J. Nicholson 6	James C. Gillis 1	Mrs. Teresa St. Denis 7	Walter T. Burke 11	Thomas A. Qualey 16
Memphis, Tenn.	Will D. Lee 6	W. B. Fowler 14	O. I. Kruger (E) 6	Clifford Davis (E) 6	L. M. Graves 6	Irby Klinck*
Meriden, Conn.	Michael B. Carroll	C. Perry Prann 2	James A. Toner 2	Frank W. Kraemer 2	Joseph A. Cooke 2	John Moroney
Meridian, Miss.	B. F. Hyde*	John C. Watts 1			C. T. Burt 1	W. F. C. Partin 1
Miami, Fla.	S. D. McCreary 3	C. S. Nichols 7	William Sydow 3		George N. MacDonell*	E. A. Westra 3
Milwaukee, Wis.	J. B. Laubenheimer 13	J. P. Schwada 10	R. E. Stoelting 11		J. P. Koehler 8	P. Steinkellner 10
Minneapolis, Minn.	M. F. Johannes*	Frederick T. Paul 1		M. U. S. Kjorlaug 2	F. E. Harrington 13	Earl A. Traeger*
Mobile, Ala.	Warren F. Burch	Harry L. Fisher		Bessie Rencher	C. A. Mohr	Gus Rehm
Moline, Ill.	Ben DeJaeger 25	Robert Bennell 15			A. C. Stouffer 10	John Q. Hawk 25
Montclair, N. J.	Edward F. Reilly 11	Edgar F. Martin*	John Picken (E) 2	O. L. Carlson 2	Carl T. Pomeroy 11	John Graham*
Montgomery, Ala.	W. H. Taylor 14	J. M. Garrett 9			A. H. Montgomery 14	C. L. Ingram 5
Mt. Vernon, N. Y.	Michael I. Silverstein*	Charles Hick 40	Richard E. Stinson 2	James D. Connor 2	F. W. Shipman 10	John Gibson 10
Muncie, Ind.	Frank Massey 4	William Harley 4	(Board)	(Board)	J. H. Williams 3	Charles Taylor 4
Muskegon, Mich.	Peter Hansen 17	Harry J. Lewis 15	H. J. Lewis 15	Benjamin Pekelder 20	M. E. Stone*	Napoleon Belfy 48
Muskogee, Okla.	B. L. Bolton 4	Max Williams 4			L. S. McAllister 4	Henry Sager 6
Nashua, N. H.	I. F. Goodwin 15	Fred L. Clark 6	William H. Tolles 14		F. E. Cullen 6	A. C. Melendy 3
Nashville, Tenn.	J. Lon Foster 5	Felix Beazley 15	Luther L. Luton (E) 4		John Overton 7	Frank B. Moore 5
Newark, N. J.	James A. McRell 12	James W. Costello 15	Pearce Franklin (E)*		Charles V. Craster 17	John J. Towey 8
Newark, Ohio	C. I. Berry 2	C. H. Wells 32	Guy W. Lawyer 2		W. H. Knauss	Louis Bausch 53
New Bedford, Mass.	S. E. McLeod 8	G. H. Nye 20		M. W. Wilcox 1	W. G. Kirschbaum 35	E. F. Dahill 20
New Britain, Conn.	W. C. Hart 12	P. A. Merian 6	E. N. Humphrey 4	J. L. Doyle 10	L. J. Dumont 4	W. J. Noble 14
New Brunswick, N. J.	George Cox 1	Asher Atkinson 19	Joseph J. Feaster (E) 19	John L. Snitzler 1	E. Cronk 19	Harry J. Francis 19
Newburgh, N. Y.	Fred G. Brown 19	Charles R. Woodhull*	Robert Todd*	John L. Sloan	Thomas J. Burke 20	P. Van Tienen
New Castle, Pa.	John Haven 2	Harry Hoskins 2			D. O. Davies (E) 2	H. C. Stockman 2
New Haven, Conn.	Philip T. Smith 21	Edward S. Nettleton 14	John M. Golden 2	Hugh J. Gartland 2	Herbert R. Edwards*	Lawrence E. Reif 8
New Orleans, La.	George Reyer 4	P. H. Quinlan 4	Joseph P. Skelly (E) 4		W. H. Robin 4	John M. Evans 4
Newport News, Va.	W. E. Mahone 3	J. A. McCartly 8	J. C. Biggins 8	J. C. Biggins 8	D. Colbert Tyler	J. H. Donelly 2
New Rochelle, N. Y.	Frank L. Bermingham		Bert J. Young 2	John A. Manning 2	Bertrand F. Drake 2	Oscar Grab*
Newton, Mass.	Michael T. Hughes 4	William P. Morse 10	George E. Stuart 16	Florence S. Fitzgerd 8	Francis Curtis 15	C. W. Randlett 8
New York City	John F. O'Ryan*		(One each borough)	William Hodson*	John L. Rice*	John J. McElligott*
Niagara Falls, N. Y.	John A. Curry 35	H. Wesley Clark 3	Orville Butler 2	Dolly A. Flay*	E. E. Gillick 10	George A. Wood 5
Norfolk, Va.	S. W. Ironmonger 10	W. H. Taylor, III 15	W. H. Taylor, III 15	H. G. Parker*	J. C. Sleet, Acting	R. S. Baughan 6
Norristown, Pa.	George Bausewine 2	Samuel Hart 2			R. Ronald Dettre 2	George W. Pifer 1
Norwalk, Conn.	Jeremiah Dorney*	Paul James	Edward F. Duffy 2		Robert E. Perude 12	George W. Bogardus 20
Norwood, Ohio	Thomas Q. Jenike 7	W. Allen Stone			L. O. Saur 8	James Daugherty 3
Oakland, Calif.	Bodil Wallman*	W. N. Frickstad 5			A. Hieronymus 3	William G. Lutkey 7
Oak Park, Ill.	Ben Barsema 5	Dudley C. Meyers 11	Dudley C. Meyers 11	A. W. Wyman (E) 1	F. S. Needham 15	W. C. Watters 7

Ogden, Utah — Rial C. Moore*	Claude L. Coray 4	George C. O'Connor(E)4	Harmon W. Peery 2	Walter E. Whalen 2	Rial C. Moore 2
Oklahoma City, Okla. — John Watt 3	L. M. Bush 3			W. H. Miles 15	George B. Goff 13
Omaha, Neb. — George W. Allen 2	Fr. W. Curray 1			Floyd Kinyon 1	Patrick Cogan 4
Orange, N. J. — Joseph McGonnell 10	Kenneth Crane 10	George Roach (E) 16		Mrs. L. Wylie 13	Michael McCarthy 2
Oshkosh, Wis. — A. H. Gabbert 15	Fred Wolverton 1	Frank Hardlinger 3		J. J. Kronzer 3	George Revland 3
Paducah, Ky. — William E. Bryant	Rumsey Bradshaw, Act.			Palmer Reed 4	J. M. Slaughter
Pasadena, Calif. — C. H. Kelley 12	H. W. Hincks 2		Claire J. Wilcoxon 2	J. D. Dunshee 4	E. F. Coop 14
Passaic, N. J. — Charles Monks 1	Morris Mandl 3	Mrs. Mary L. McGuire(E)*		John N. Ryan 18	Walter S. Gibson 20
Paterson, N. J. — John Murphy 2	William F. Ward, Act. 2	John Shortell 6	James O'Gorman 2	F. P. Lee 10	Thomas Coyle 22
Pawtucket, R. I. — John R. Hanna 1	Thomas E. Harding 1	Albert J. Lamarre 1	R. E. Kelley 1	A. L. Vandale 1	Napoleon Taupier 1
Pensacola, Fla. — William O'Connell 21	O. J. Semmes, Jr. 2	George J. Roark 3	George J. Roark 3	W. A. McPhau 2	W. R. Bicker 20
Peoria, Ill. — W. W. Williams 1	H. E. Horner 1	Thomas J. Cody 1		E. A. Garrett 5	Charles M. Donnelly 1
Perth Amboy, N. J. — Joseph Gutowski 1	Louis P. Booz 8	J. V. Smith (E) 8	M. F. Urbanski (E) 8	Charles H. Thompson 15	Roland Jensen 1
Philadelphia, Pa. — Joseph A. LeStrange 1	John H. Neeson 8	Frank H. Caven 6	C. R. Woodruff 2	J. Norman Henry 2	Ross B. Davis 15
Phoenix, Ariz. — N. W. Matlock	W. C. Lefebvre			George E. Shields	R. Billingsley
Pittsburgh, Pa. — Benjamin Marshall	C. M. Reppert	L. M. Johnston 4	Southard Hay 4	Ray P. Moyer 4	John Heinz*
Pittsfield, Mass. — J. L. Sullivan 18	A. B. Farnham	A. B. Farnham	Charles Hodecker*	Willys M. Monroe 8	T. F. Burke 1
Plainfield, N. J. — Charles A. Flynn 3	Edw. H. Bush, Acting*			Andrew J. Krog*	Wesley J. Dunn 10
Pontiac, Mich. — G. Eckhardt 2	L. M. Wrenn 2	L. M. Wrenn 2		H. M. Heitsch 1	F. W. Kuhn 27
Port Arthur, Tex. — H. F. Baker 2	H. H. Poole 1		F. J. Beyt 2	F. J. Beyt 2	W. C. LaRose 3
Port Huron, Mich. — Charles Scheffler 2	Earle Whitmore 10	Charles D. Rettie 7	(County)	A. L. Callery 5	Frank A. Schaller 38
Portland, Me. — Ralph D. Brooks 1	Edward M. Hunt 18	Edward M. Hunt 18	Percy R. Horton 25	Thomas Tetreau 18	Oliver T. Sanborn 10
Portland, Ore. — Berton K. Lawson*	L. G. Apperson*	Ormond R. Bean (E)*		John G. Abele 10	Edw. Grenfell 6
Portsmouth, Ohio — Harry S. Sheets 8	Charles S. Stevenson 10			O. D. Tatje 4	Robert Leedom 20
Portsmouth, Va. — James Talbot 1	J. F. Weaver 20	J. F. Weaver 20	L. J. Roper 15	L. J. Roper 15	R. A. Alexander 10
Poughkeepsie, N. Y. — George Leadbetter 1	Thomas Lawlor 15		Wm. L. Burnett	William A. Conger 12	Chris W. Noll 6
Providence, R. I. — Ed. J. Kelley	S. Frank Nolan (E) 2	Charles A. Maguire (E) 3	Edward P. Reidy (E) 3	D. L. Richardson 3	Frank Charlesworth
Pueblo, Colo. — J. A. Grady	D. P. Gaymon			W. E. Buck	L. P. Willis
Quincy, Ill. — John Connery*	B. W. Bartlett*	Hy. Middendorf*		H. O. Collins	George Simon*
Quincy, Mass. — Ernest H. Bishop 7	Wallace S. Carson 7	Angelo P. Byzozero 1	Roland Broberg 1	E. B. Fitzgerald 5	William J. Sands 3
Racine, Wis. — Grover C. Lutter 3	James W. Beaugrand 12	Henry A. Nelson 9		I. F. Thompson 2	Thomas R. Hartnett 1
Raleigh, N. C. — C. B. Barbour	R. L. Williamson	E. M. Barton (E)		A. C. Bulla	W. E. Holland
Reading, Pa. — O. S. Giles 2	E. C. Weber 9	F. A. Muhlenberg (E)*		I. Hain 10	J. Brown 2
Revere, Mass. — Edward J. Tighe 8	James A. Lockhart 5	James A. Lockhart 5	Louis Glixman 1	Francis Licata 5	Thomas J. McCarrick 8
Richmond, Ind. — Herbert Ray 4	S. W. Hodgin 4	Earl Crabb 4		M. E. Johnston 4	Harry Williams 4
Richmond, Va. — R. B. Jordan 9		R. Keith Compton 9	W. Brownley Foster 9		W. H. Joynes 25
Roanoke, Va. — J. L. Manning 5	C. L. Watkins 11			C. B. Ransome 9	W. M. Mullins 4
Rochester, N. Y. — Henry T. Copenhagen*	Morgan D. Hayes*	Thomas J. Morrison*	Frank X. Kelly*	Arthur M. Johnson 1	Maurice Keating 2
Rockford, Ill. — A. E. Bargren 40	R. A. Orput 1			N. C. Bullock 1	Thomas D. Blake 11
Rock Island, Ill. — Herbert Sehnert 28	Wallace Traichler 37			Otto Priester 1	August Schmidt 31
Rome, N. Y. — J. T. Owens 9	John J. Gawkins	Harlow E. Bacon	James A. Spargo, Sr.*	Lewis N. Eames 6	Harry W. Piggott 1
Sacramento, Calif. — W. M. Hallanan 5	Fred J. Klaus 4			H. F. True 4	M. J. Dunphy 14
Saginaw, Mich. — Fred H. Genske 1	Herman H. Eymer 21			F. A. Poole 3	Frank W. Bender, Jr. 3

TABLE VIII-C.—DIRECTORY OF CITY OFFICIALS IN ALL CITIES OVER 30,000—Continued

City	Police Chief	City Engineer	Director of Public Works	Director of Public Welfare	Health Officer	Fire Chief
St. Joseph, Mo.	Charles A. Enos 1	H. D. Judson 4	G. R. Jones 6		A. J. Smith 4	Leo J. Urbanski 6
St. Louis, Mo.	John J. McCarthy*	Frank J. McDevitt	Baxter L. Brown*	Joseph M. Darst*	Joseph F. Bredeck*	John J. O'Boyle*
St. Paul, Minn.	Thomas E. Dahill 2	George M. Shepard 2	H. C. Wenzel (E) 2	G. A. Lundquist 4	B. F. Simon 15	Owen Dunn 10
St. Petersburg, Fla.	William A. Wiltberger*	Frank Lee 2	Carleton F. Sharpe*	Robert Walden 2	J. N. Hornbaker 7	J. T. McNulty 21
Salem, Mass.	John C. Harkins 2	Frank P. Morse 8	Patrick J. Kelley 16	William O. Safford 12	John J. McGrath 20	
Salt Lake City, Utah	W. L. Payne 2	W. Beers 2			L. E. Viko 2	W. S. Knight 6
San Antonio, Tex.	O. W. Kilday 6	I. Ewig 10			W. A. King 11	J. G. Sarran 10
San Bernardino, Calif.	D. G. Murdock 1	Gordon Stewart 1			W. D. Lenker 1	L. C. Newcombe 1
San Diego, Calif.	J. T. Peterson*	H. W. Jorgensen 7	F. A. Rhodes 2	(County)	Alex Lesem 13	Louis Almgren 25
San Francisco, Calif.	W. J. Quinn 5	J. J. Casey 2	W. H. Worden 2	Eugenie Schenk 13	J. C. Geiger 2	C. J. Brennan 5
San Jose, Calif.	J. N. Black 16	W. L. Popp 13			H. C. Brown 13	Charles Plummer 7
Santa Ana, Calif.	Floyd W. Howard (E) 3	J. L. McBride 2			Kenneth Sutherland	John Luxembourger 15
Santa Barbara, Calif.	G. C. Sloan 5	E. B. Brown			W. H. Eaton 8	F. W. Stronach 1
Santa Monica, Calif.	C. E. Webb 18	H. B. Carter 11	Hal C. Sanborn (E)*	W. H. Carter (E) 2		W. J. Mohr 20
Savannah, Ga.	J. E. Fay (E) 2	A. S. Goebel 2	R. H. Clements (E) 2		V. H. Bassett 2	J. H. Monroe (E) 2
Schenectady, N. Y.	William H. Funston 9	LeRoy C. Purdy*	Walter S. Wood*	William Fagal*	F. J. MacDonald 3	August G. Derra 10
Scranton, Pa.	Harry Davis*	Charles F. Schroeder 8	William A. Schunk 6			Edmund B. Lewis 4
Seattle, Wash.	L. L. Norton 3	M. O. Sylliaasen 3	H. W. Ross 3		Frank Carroll 3	Chief Corning 3
Sheboygan, Wis.	Walter Wagner 5	Arthur Boley 3	Fred Hensel 2	G. J. Hildebrand 4	G. J. Hildebrand 4	Charles Brandt 4
Shreveport, La.	D. D. Bozer	H. E. Barnes			J. H. Cannon 3	
Sioux City, Ia.	Gordon Hollar 4	Paul Cook 4	Phil Carlin 43		W. S. Petty 4	George M. Kellogg 44
Sioux Falls, S. D.	M. W. Parsons*	R. E. Bragstad 12	R. E. Bragstad 12		W. E. Donahoe 3	W. A. Sloan 21
Somerville, Mass.	Thomas Damery 4	James E. Mullaney*		William E. Copithorne 15	Laurence S. Howard 29	John C. McNally 1
South Bend, Ind.	John B. Kuespert 4	William S. Moore 4	Board of three		Board	Roy S. Knoblock 4
Spokane, Wash.	I. A. Martin 1	A. D. Butler 17	Leonard Funk 12		Ralph Hendricks (E) 11	William Payne 1
Springfield, Ill.	C. F. Nuess 3	Morgan P. O'Brien 3			C. W. Milligan 3	W. H. Funderburk 11
Springfield, Mass.	John L. Maloney 1	Cornelius W. Phillips 1		John F. Madden 5	Jacob R. Sackett 10	Herbert C. Root 1
Springfield, Mo.	P. A. Frey 2	J. F. Hendrickson 3	J. P. Ramsey (E) 17		R. W. Langston (E) 2	W. R. Price 17
Springfield, Ohio	George Abele 22	William E. Lucas 31			O. M. Craven 12	Louis Locher 37
Stamford, Conn.	John B. Brennan 10	Willard Conlon 4			Raymond Fear 10	Victor Veit 12
Steubenville, Ohio	R. Cunningham 6	J. J. McGinnis 8	W. A. Hamilton 4		J. A. Pizzoferrato (E) 6	Edwin Green 15
Stockton, Calif.	Frank H. Fredericks 1	Lyle Payton 5				M. D. Murphy 34
Superior, Wis.	A. Buchanan 12				P. G. McGill*	James Sweeney*
Syracuse, N. Y.	M. Cadin 25	Nelson F. Pitts	George Ballantyne 5	Leon F. Abbott 3	G. C. Ruhland 5	E. W. Gieselman 3
Tacoma, Wash.	M. D. Guy	C. D. Forsbeck 2	A. R. Bergersen (E) 2	M. G. Tennent 4	S. M. Creswell 3	E. N. Whitaker 2
Tampa, Fla.	A. C. Logan 2	R. H. Cason 6			J. R. McEachern 2	A. J. White 4
Taunton, Mass.	John Duffy	Alonzo K. Crowell 30	Thomas Scanlon 7	Emory J. Malo*	John L. McNamara 15	Edward F. Gorey*
Terre Haute, Ind.	Fred Armstrong 5	Frank Kattman 5			Amos H. Coffee 2	John Falvey 5
Toledo, Ohio	Dan Wolfe 12	Fred L. Kuebler	George Schoonmaker 4	Ruby Crampton*	W. S. Holley	Fred J. Myers 20
Topeka, Kans.	M. J. Leonard 1	A. A. Register 1	W. E. Howe (E) 1	H. C. Snyder (E) 1	F. P. Helm 2	William J. Cawker 1
Trenton, N. J.	William Walter 10	Joseph E. English 12	Abram Swan, Jr. 12	B. J. Walsh 1	Alton S. Fell 25	John G. Ford 5

Troy, N. Y. ..... John Conroy 3	Charles Morris 6	Alfred E. Roche 6	Nora A. Burke 6	James H. Flynn 5	Cornelius Casey 16
Tucson, Ariz. ..... C. A. Wollard*	Paul E. Fernald 3			L. H. Howard 2	Joseph A. Roberts 13
Tulsa, Okla. ..... J. W. Townsend 2	M. C. Shibley 2			J. Jeff Billington 2	R. W. Granger 1
Union City, N. J. ..... Charles J. Dillman 1	Ord J. Darling 3	Fred Holtje, Jr. 1	Harry J. Thourot 3	Grant P. Curtis 4	Charles Friedel, Jr.
Utica, N. Y. ..... Tim. D. McCarthy 14	John Foote*	Ted McDermott*	Walter F. Hudson*	Hugh H. Shaw 14	Joseph N. Sullivan 8
			W. L. Crosthwait 3	W. L. Crosthwait 3	J. R. Meers 16
Waco, Tex. ..... H. A. Barron 11	J. H. Strange 11		Joseph Mulcahy 2	G. Benjamin Fuller 20	George L. Johnson 20
Waltham, Mass. ..... Richard Curran 10	Henry F. Beal 4	Henry F. Beal 4		Lyle Biddlestone 10	Edwin Oldacres 4
Warren, Ohio ..... Barney Gillen 25	W. S. Harvey 15	D. B. Gutelius*	George S. Wilson	W. C. Fowler	George S. Watson
Washington, D. C. ..... E. W. Brown	H. C. Whitehurst		W. J. Downey 4	E. J. Godfrey 8	Henry Heitman 20
Waterbury, Conn. ..... Joseph McLean 8	R. A. Cairns 43	T. J. Fleming 3		J. E. Ridenour 4	Ray Tiller 14
Waterloo, Iowa ..... F. R. Shores 4	N. B. Barber 8		D. H. Murphy 2	Fred Bodge*	J. W. O'Hearn 20
Watertown, Mass. ..... J. F. Milmore 17	Otis Allen 7		C. W. Miller*	G. B. VanDoren 6	W. E. Gaffney 14
Watertown, N. Y. ..... E. J. Singleton 20	F. E. O'Brien 4	C. M. Getman 29		J. Foley 3	Sars O'Farrell 20
Waukegan, Ill. ..... Edward Ahlstrom 3	H. B. Bleck 10			C. S. Stern 2	Ed Bryant 3
West Allis, Wis. ..... S. A. Minturn 20	W. D. Darby 13	A. L. Wichner 8		Rudolph Kunze 20	Ernest G. Beckert 20
West New York, N. J. ... Charles Hangley 14	Frank J. Oleri 12	Charles Daume (E) 3	Wilbur J. McGowan 1	R. M. Peduord*	Ed T. Rose*
Wheeling, W. Va. ..... Joseph C. Burkhart*	Harry A. Conrad 3				Abbot Griffin 10
White Plains, N. Y. ..... William Miller 5	Eugene Halpin, Jr.	Eugene Halpin, Jr.	John K. Bastian 2	R. B. Wolford 2	J. L. McClure 27
Wichita Falls, Tex. ..... R. D. Morris 3	F. M. Rugeley 13	F. M. Rugeley 13		E. A. Wolfe 3	H. H. McCall 7
Wichita, Kans. ..... O. W. Wilson 6	P. L. Brockway 17	H. P. Musick 5	E. A. Wolfe 3	C. B. Crittenden 3	Thomas Flannery 2
Wilkes-Barre, Pa. ..... Russel Taylor 5	Walter P. Johns 6			W. Mollenkoph 5	M. J. Clark 8
Williamsport, Pa. ..... J. W. Good 1	Lyons Mussina 15	George W. German (E) 6		F. A. Armstrong*	William J. Lutz
Wilmington, Del. ..... Howard Boyd	Harry Maier		George E. Black	A. H. Elliott 3	J. F. Zellers 1
Wilmington, N. C. ..... J. S. Lane 8	M'Kean Maffitt 12	J. C. Long 6	J. R. Hollis 3	R. L. Carlton 16	W. G. Hobson 1
Winston-Salem, N. C. ..... J. G. Wooten 3		Harry L. Shaner 13		Thomas S. Flynn 2	A. J. Coté
Woonsocket, R. I. ..... Fred W. Coe		A. A. Fugere 4	B. J. Kane 2	Peter O'Shea 5	Charles L. McCarthy 12
Worcester, Mass. ..... Thomas F. Foley 6	Ralph G. Lingley 9		Gerhard Becker 18		
				C. E. Buckmaster 16	Arthur E. Chambers 2
Yonkers, N. Y. ..... Edward F. Quirk 7	Chris. J. Sheridan 7	Edward G. Murray 2	Nicholas J. Ebbett 2	J. Frank Small 18	L. Ellis Wagner 4
Youngstown, Ohio ..... Roy Goodwin 3	Grant Cook 2			C. H. Beight 2	Harry Callan 4
York, Pa. ..... C. P. Gerber 2	C. F. W. Wallow 15				
				D. G. Caudy*	Scott Power 5
Zanesville, Ohio ..... Herbert Kimberly 2	Carl Spencer 15	John Combs			

Table IX-A

DIRECTORY OF CITY OFFICIALS IN 332 COUNCIL-MANAGER CITIES UNDER 30,000

Name, length of service, and method of selecting city officials, as reported in January, 1934. Length of service in present position to nearest year is indicated by figure following the name. "E" indicates elected officials; others are appointed. An asterisk (*) indicates less than one year's service in present position. In many small council-manager cities the city manager holds a number of positions. See Table X for the directory of city managers.

City	Mayor (all elected)	City Clerk	City Attorney	Superintendent of Schools	City Librarian
Albany, Ga.	R. F. Armstrong*	S. T. Dillingham 3	S. B. Lippitt	R. E. Brooks	Emma Menko
Albert Lea, Minn.	E. L. Hayek 1	A. E. Carlsen 5	W. P. Sturtz 5	H. R. Peterson*	Elizabeth Dorcas 2
Alcoa, Tenn.	George U. Thompson (E) 1	A. B. Smith 15	Homer A. Goddard 15	V. F. Goddard 10	
Alexandria, Va.	Edmund F. Ticer 3	Purvis Taylor 11	Carl Budwesky 4	T. C. Williams	
Alhambra, Calif.	W. W. Nuzum 8	R. B. Wallace (E) 12	J. B. Ogg (E)*	B. H. Gibbon*	Marian P. Greene 6
Alliance, Nebr.	H. A. Fricke 1	Ethel M. Nation 8	W. R. Metz 8	H. R. Partridge 8	Blanche Prettyman 9
Alma, Mich.	William H. Redman 3	L. I. Hannig 1	William H. Bahlke 16		Elsa M. Struble 4
Alpena, Mich.	John D. Bingham 4	Geo. R. Nicholson 12	Carl R. Henry		
Ames, Iowa	F. H. Schlieter 10	A. B. Maxwell 32	R. E. Nichol 4	M. G. Davis 7	Letha Davidson 6
Anoka, Minn.	John Benner 1	Wayne Ridge 3	E. L. Jorgensen 6	L. G. Adams 4	Lulu Norris 1
Appalachia, Va.	W. R. Young*	H. I. Sullivan 2	Morton & Parker 2		
Ardmore, Okla.	W. H. Batis*	L. M. Thurston 15	J. E. Williams 3	J. J. Godbey	Myrtle Jones 28
Arkansas City, Kans.	P. J. Ruckel 1	James Clough 1	Tom Pringle 3	C. E. St. John	Gertrude A. Hull 3
Arvida, Que.	A. E. Riddell 5	J. A. Frechette 2	J. Pelletier 3		
Asbury Park, N. J.	Sherman O. Dennis	Roland H. Loog	Joseph M. Turner	Amos Kraybill 10	Josephine Porter 21
Ashland, Ky.	Edgar B. Hager 2	G. G. Hatcher (E) 2	L. C. Fielder (E) 2	W. C. Brooker*	
Ashtabula, Ohio			Ward C. Cross	M. S. Mitchell	
Aspinwall, Pa.	L. W. Hagmaier 14		D. S. Thomas 15	F. D. Kebach 12	
Astoria, Ore.	J. C. Ten Brook 7		J. L. Hope 6	A. C. Hampton 9	Miss K. C. Barker 19
Atchison, Kans.	A. H. Lehman 7	Nelle Blythe 9	Z. E. Jackson 5	W. D. Wolfe 4	
Auburn, Me.	G. C. Wing, Jr.*	G. W. Bumpus 26	D. W. Webber 2	G. W. Gardner 9	Georgiana Luntell
Avalon, Calif.	F. M. Paulson	Edith L. McKay (E)	Frederick Baker		
Avalon, Pa.	Grant Richie 8	W. H. Oakley 12	William A. Walker 6		
Bakersfield, Calif.	J. R. Gist*	V. Van Riper 15	Walter Osborn 5	L. E. Chenoweth 6	
Bangor, Me.		A. R. Lovett 2	W. S. Cole 3	I. W. Small 6	E. R. Boyd
Bartlesville, Okla.	H. G. Ellis*	Eva Sanderson 6	J. T. Shipman 7		Ruth Brown 11
Bartow, Fla.	L. G. Bruce 3	George J. McNamee 8	Fred M. Harris		S. S. Green

Beaufort, S. C.	W. R. Bristol 7	W. E. Nelson 2	W. B. Harvey 8		
Bedford, Ohio	George R. Thomas		Lester L. Yoder*	A. E. Moody 12	
Bedford, Va.	J. W. Gillespie	C. A. Moore	H. B. Jordan	J. L. Borden	
Belfast, Me.	C. R. Chapman 4	R. D. Southworth 4	C. S. Taylor 4	H. S. Read 4	E. C. Abbott 10
Belleville, Kans.	W. G. Saip 1	O. W. Faulkner 1	R. E. McTaggart 15		
Bellows Falls, Vt.	G. H. Thompson	G. H. Cryan (E)			
Beloit, Wis.		Myrtle F. Sturtevant 15	C. L. Haugan 2	D. F. R. Rice 2	Nellie B. McAlpin 20
Belton, Tex.	W. F. Hammer 2		Wesley Dice 3	E. D. Johnston	Lula Meyer
Bend, Ore.	J. F. Hosch 3	L. G. McReynolds 4	E. O. Stadter 1		
Benton Harbor, Mich.	John J. Sterling 2	H. H. Crow 5	W. M. Cunningham*	Sidney C. Mitchell	Theodosia Falkingham
Big Rapids, Mich.	Dan W. Rowe 10	Barney Laser 30	John Dumon 2	Glen Loomis 2	Una Palmer 1
Big Spring, Tex.	C. E. Talbot*	M. J. Stewart 4	Thomas J. Coffee 3	W. C. Blandenship	
Birmingham, Mich.	Harry Allen 6	Irene Hanley 3	Forbes Hascall 1	F. C. Crandall 1	Mrs. Nancy Thomas 5
Blackstone, Va.	N. L. Beville*	C. H. Hardy 8	Allen Epes	W. R. Wrigglesworth	
Blairsville, Pa.	G. C. Overdorff 8	T. C. North 11	W. E. Pierce 2	T. C. North 11	
Bluefield, Va.	R. K. Crockett	Edward H. Ruehl	C. C. Gillespie		
Bluefield, W. Va.	W. A. Light 4	Murriel Kerfoot 4	S. J. Kwass 4		
Borger, Tex.	J. A. Robinson 1	Almada Wiley 5			Iola Neil 2
Boulder, Colo.	H. H. Heuston 2	Mayme Graham 13	Frank L. Moorhead 17		Geneva Cook 16
Bozeman, Mont.	W. W. Spain 2	Carolyn Westlake 3	Walter Aitken 2		
Brenham, Tex.	T. A. Low 4	G. H. Zeiss*	W. J. Embrey		
Brewer, Me.	Walter J. Sargent 2	Mary A. Burr	Frank B. Foster 2	Howard R. Houston	
Bristol, Va.	Walter H. Robertson 5	B. E. Ballard 4	D. T. Stout 4	Roy B. Bowers 12	
Brownwood, Tex.	W. A. Butler 2	F. E. Scott 5	R. E. Lee 6	E. J. Woodword	Mrs. Ira Hall
Brunswick, Ga.	J. M. Gardner 1	Hugh Burford 7	R. D. Meader 10	R. D. Eadie 5	Mrs. J. C. Stiles 2
Bryan, Tex.	N. A. Stewart 1	G. P. Bittle	F. L. Henderson		Miss Willie Rogers 8
Burbank, Calif.	Eugene M. Goss*	Robert H. Hill 2	Ralph W. Swagler*	Curtis E. Warren 2	Miss A. Ripley
Cadillac, Mich.	W. E. Curry*	H. L. Worden 16	W. H. Yearnd 16	B. C. Shankland	Mary Ramsey
Camden, Me.		John L. Tewsbury (E) 17		Charles E. Lord 10	Ada Dyer 10
Carlisle, Pa.	Raymond M. Heckman*	Mary Bitner 7	Guy H. Davies 2	J. W. Potter	
Cartersville, Ga.	T. W. Tinsley 2	Thomas A. Upshaw 10	Finley & Henson 10	W. H. Tucker 1	Mrs. J. P. Adair
Celina, Ohio	A. B. Grothjan	Grace Behringer	J. D. Johnston		
Chandler, Okla.	O. C. Armstrong 9	L. C. Green 7	C. L. Andrews 6	R. B. Knight 2	
Charlottesville, Va.	F. W. Twyman 2	Mrs. M. T. Woodward 1	E. V. Walker 2	J. G. Johnson 10	Mrs. Nancy Duke 3
Chatham, Ont., Can.	Isaac L. Davis 2	W. M. Foreman 6	James A. McNevin 6	H. A. Tanser*	Jean Read
Chico, Calif.	O. A. Kilpatric 1	H. H. Hume 5	Coyle E. Bybee 2		Laura A. Sawyers 29
Clarinda, Iowa	T. J. Thompson 3	W. D. Toyne 7			Harriett Foster
Clark, S. D.	C. F. Griffee (E) 6		Mrs. Winifred Austin 2		Fay Hurlbut 5
Clarksburg, W. Va.		William P. Coughlin*	O. L. McDonald*		Sally Page 10
Clearwater, Fla.	H. H. Baskin 7	J. E. Satterfield 3	M. H. Jones 7		Annie Owen 1
Cleveland, Okla.		G. C. Jackson 3	J. B. Souder 12	L. B. Lucky	
Coalgate, Okla.		Mary E. Brown 9	W. B. Howell 5		
Compton, Calif.	C. S. Smith*	Blanche C. R. Firkins (E)*	Ralph Pierson (E)*	W. J. Gastrich	
Coral Gables, Fla.	Vincent D. Wyman 3	G. N. Shaw 4	M. B. Adams 1		
Cornelia, Ga.	H. K. Cleveland	Sara Thofford	Sam Kimsey	A. L. Brewer	
Coronado, Calif.	A. H. S. Black	A. A. Mathewson (E) 2	S. J. Higgins 1		Gabrielle Morton 15

Table IX-A.—Directory of City Officials in Manager Cities Under 30,000—Continued

City	Mayor (all elected)	City Clerk	City Attorney	Superintendent of Schools	City Librarian
Covington, Va.	C. H. Revercomb*	Miss A. Carson	C. C. Collins 4	Stanley Godby	
Crewe, Va.	Charles H. Wilson 2		H. H. Watson	T. P. Harwood	
Crystal Falls, Mich.	Ira Odgers 10	W. J. Gribble 26	C. D. Dwyer 16		
Culpeper, Va.	S. R. Browning 8	F. P. Hodgins (E) 10	E. E. Johnson 20	T. W. Hendricks	Miss C. Waite
Cushing, Okla.	Joe Long 4	T. E. Hough 14	S. J. Berton 9		Olivette Snyder 3
Daytona Beach, Fla.	E. H. Armstrong 4	F. R. Mills 2	M. B. Conklin*		
Decatur, Ga.	J. C. Johnson*	A. F. Newman*	Boneau Ansley*	Lamar Ferguson 5	Mrs. A. B. Burrus 7
De Land, Fla.	Arthur C. Hatch*	R. Crosby*	D. C. Hull 8		
Devol, Okla.	A. L. Mays 2	J. C. Dulaney 10		E. T. Horned 5	
Dover, Del.	J. Wallace Woodford 10	J. O. Wallis 4	Melvin Hopkins 2	Virgil Willy 4	
Duncan, Okla.	R. K. Arnold 1	John L. Davis 11	J. G. Clift 3		Mrs. S. O. Mosley 8
Dunedin, Fla.	A. J. Grant 20	R. N. Turner 8	Fred T. Peebles 5		
Durango, Colo.	E. A. Barker 1	Joe McGuigan 3	Reese McCloskey 4		
East Detroit, Mich.	Christian M. Nill 1	Adolph H. Arens 4	Otto Rosenbusch 3	Norman Wolfe	
Eastland, Tex.	D. L. Kinnaird*	J. F. Little 2	M. E. Lawrence*		
Eastman, Ga.			J. H. Milner 5	Paul Long 4	
Edgewood, Pa.	R. C. Jones*	E. O. Garrett 3	Robert A. Rundle 4	R. C. McElfish 6	Hannah Gillinger 8
Edgeworth, Pa.	H. T. Irwin 20	H. F. Burkholder 11	John A. Emery 18	J. C. Cameron 6	
Edmond, Okla.	W. A. Chitwood 4	J. F. Baldwin 24	John Rooten 20	Owen King 1	
El Dorado, Kans.	E. W. Grant 1	C. Whiteside 3	R. T. McCluggage 3	J. F. Hughes 8	Ruth Austin 4
Elizabeth City, N. C.	J. B. Flora 8	J. H. Snowden 12	L. E. Skinner, Jr. 2		
Elk City, Okla.	F. C. Gowdy 3	P. E. Baldwin*	E. G. McComas 4		Margaret Wood 5
Ellwood City, Pa.	Judd C. Turner 4	E. B. Moyer 16	J. W. Humphrey 25	V. R. DeLong 2	Mrs. Catherine Charles
El Reno, Okla.	Roy Leas 2	Ethel Dowell 15	J. N. Roberson 15		Mary E. Wilson 10
Escanaba, Mich.	Carl J. Sawyer 2	Carl E. Anderson 11	H. J. Rushton 5	R. E. Cheney 6	Margaret Pease 5
Excelsior Springs, Mo.	A. C. Weien 3	H. G. Hopkins 10	R. T. Stephens	H. S. Thompson 1	Anna G. Collins 1
Farmville, Va.	E. W. Sanford	E. L. Dahl	A. D. Watkins	T. J. McIlwaine	
Fernandina, Fla.	P. C. Kelly 10	Russell A. Smith 4	J. B. Stewart 2		
Ferndale, Mich.	Theo. L. Degenhardt 1	T. H. O'Donoghue 1	Orph Holmes 1	Edgar Downs 8	Etta Vivian 3
Fillmore, Calif.	A. W. Taylor 5	C. Arrasmith (E) 19	J. A. Galvin 19		
Follansbee, W. Va.	Leo Traubert 1	Walter Evans 1	Charles A. Prince (E) 3	Olen Rutan (E)	
Ft. Atkinson, Wis.	W. A. Slater*	A. J. Koenig 3	H. C. Smith	F. C. Bray	Elizabeth Short
Ft. Lauderdale, Fla.	E. A. Pynchon*	Alwen Neuharth 5	George English 6		Florence Hershey 2
Ft. Meade, Fla.	H. W. Reed	Wilma D. Murdaugh 7	Nat J. Patterson 5		
Franklin, Va.	C. J. Edwards 12	L. A. Gay 19	C. J. Edwards 12	F. F. Jenkins	
Fredericksburg, Va.	R. J. Payne 2	R. H. Vandenberg 3	C. O'C. Goolrick 10	Guy Brown 5	
Front Royal, Va.	B. J. Hillidge 16		W. C. Armstrong 4	G. Tyler Miller 6	
Gainesville, Fla.	H. C. Batey*	A. C. O'Neill 2	F. D. Bryant		Mary Swinney

Gainesville, Ga. G. W. Moore 2	W. E. Dozier 1	J. E. Palmour, Jr. 1	J. W. Martin 1	
Galax, Va. J. P. Carico 2	H. M. Todd 5	Grey Anderson 1	Roy E. Kyle 1	
Gallipolis, Ohio	A. W. Carl*	R. M. Switzer 8	Wayne Lutz 3	Mrs. K. Davis 3
Gastonia, N. C. Emery B. Denny 4	J. L. Kendrick*	E. R. Warren 2		
Gladstone, Mich. Peter Peterson 1	F. R. Buechner 10	Glenn Jackson 11	H. R. Watson 8	Cornelia Henderson 10
Glencoe, Ill. August C. Babize 1	Edward T. Wilder (E) 10	A. H. Marshall 6	Gordon Mackenzie	Sarah Hammond 20
Glenview, Ill. E. Crebert Burnham 4	Walter J. Meng (E) 8	John J. Sharon 1		
Goldsboro, N. C. J. H. Hill 5	J. G. Spence 10	W. E. Blake*		Mary DeVan 12
Goose Creek, Tex. C. R. Myers 3	Henry Whiddon 1	Vernon Coe 2		
Grandfield, Okla. W. A. Fuqua*	Frank H. Lawrence 4		W. R. Smith	
Grand Haven, Mich. Lionel Heap 1	J. N. Poel 3	C. E. Misner 5	J. T. Martin 5	
Grand Junction, Colo. A. L. Holcombe 3	Helen C. Tomlinson 7	Alex Bowie*	E. H. Babcock	H. M. DeYoung
Grand' Mere, Que. J. A. Gagnon 3	J. E. Deziel 6	A. Desilets 10		Camille Wallace
Griffin, Ga. W. G. Banks	H. P. Powell 1	J. O. Futral 2	J. L. Champigny (E) 8	
Gr. Pte. Shores, Mich. C. N. White 2	William C. Roney (E) 15	Fred A. Behr 2	G. W. Wannamaker 3	Mrs. M. C. Wallace 15
Guthrie, Okla. L. F. Foster*	Edna Austin 4	Merle G. Smith 4	S. M. Brownell	
			W. A. Green	Mrs. R. A. Hallenbeck 3
Hackensack, N. J. R. A. Altschuler*	Ethel M. Hoyt*	Donald M. Waesche*	John A. Wilcox 1	
Hampton, Va. J. V. Bickford 12	J. R. F. Vaughan 4	J. H. Bowen	R. M. Newton	Mary Boggan 22
Hanover, Pa. John H. Little 4	A. S. Ruth 19	Robert M. Laird*	C. B. Erdley	
Harbor Springs, Mich. A. C. Angell 1	William H. Maeser 1	Benjamin H. Halstead 1	H. N. Dickey	Mabel Wolcott
Hays, Kans. Louis Groff 1	Emily C. Johnson 13	E. C. Flood 1	Clyde U. Phillips 2	
Heavener, Okla. G. D. Hughes 6	S. J. Folsom 12			Sarah Fields
Hickory, N. C. M. H. Yount 1	R. L. Hefner 2	Charles W. Bagby 4	R. W. Carver 17	
Hillsboro, Ore. O. Phelps 4	Helen McDaniel 8	P. L. Patterson*	O. B. Krause (E) 2	Emma Bonney 10
Hillsborough, Calif. Robert G. Hooker 8	John A. Hoey 24		Ralph A. Romer	Georgia Smith 1
Hinton, W. Va. A. Meadows 4	Mona Cumby 6	P. J. Carr 6	M. Nicely (E) 4	Ralph A. Romer
Hoisington, Kans. W. J. Langham 2	Vera McCulloch 8	Clyde Allphin 9	E. D. Kroesch 7	Bess Anderson 3
Hollywood, Fla. James A. Lewis*	Blanche E. Mann 2	C. H. Landefeld, Jr. 2	U. J. Bennett	Mrs. Dix Dunlap 6
Hopewell, Va. D. Lane Elder 16	E. Louise Strickland 9	H. F. Minter 2	R. W. Copeland 4	
				Mrs. R. W. Nelson 2
Iowa Falls, Iowa F. M. Cottrell 4	Floyd Klippel 3	Cash Bryson 10	C. M. Bartrug 5	
Ironton, Ohio	Don Hopkins 10	F. A. Ross 10	Carl E. Larson 2	Marjorie Powers 6
Ironwood, Mich. O. W. Schneider 2	Leo Adriansen 2		A. E. Erickson	
				Ellen Fitzgerald
Jacksonville, Tex. T. E. Acker 1	A. E. Garner 12	John B. Guinn 4	Larue Cox 8	
Janesville, Wis.	M. A. Puerner 4	R. A. Cunningham 4	L. E. Creutz 6	Emily Minter 6
Keansburg, N. J. William Turner 1	Richard A. Jessen 3	H. W. Roberts 6	G. W. Aumack 15	Alice Compton 3
Kenilworth, Ill. H. P. Harrison 1	W. H. Clark (E) 5	V. R. Loucks 1	E. L. Nygaard 10	
Kerrville, Tex. R. Holdsworth 1	C. Y. Guthrie			
Kingsford, Mich. J. J. Krammin 1	E. S. Anderson 1	Roy Derham 1		
Kingsport, Tenn. Shelburne Ferguson 3		H. L. Garrett 3	R. N. Robinson 7	Mrs. T. E. Hurst 3
Kinsley, Kans. S. R. Woods 2	W. H. Craft 2	H. F. Thompson 1	C. M. Rankin 5	Lillie Riley 5
Kissimmee, Fla. J. W. Thompson		Lewis O'Bryon 5		
La Crosse, Kans. B. G. Snodgrass 1	Jess C. Moser 8	E. A. Schwartzkopf 9		

TABLE IX-A.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Mayor (all elected)	City Clerk	City Attorney	Superintendent of Schools	City Librarian
La Grande, Ore.			E. R. Ringo 2	H. E. Evans 1	Mabel Doty 8
Lakeland, Fla.	E. L. Mack	J. L. Davis 11	A. R. Carver 1		Miss Serena Bailey 4
Largo, Fla.	W. E. Belcher 8	Finley McMullen 4	George L. Brown 8	R. J. Knight	Mrs. W. S. Walker
La Tuque, Que.	F. X. Lamontagne 6	P. E. Riberdy 15	C. R. Deicharme 15		
Leesburg, Fla.	E. C. Rogers 4	O. Raymond Skiles 4	J. M. Austin 4		
Lethbridge, Alberta	Robert Barrowman 7	Frank Steedman 4	H. W. Menzie*	A. J. Watson	Hazel Beetcher 13
Longview, Tex.	L. Birdsong 1	Witt Nelson 11	E. M. Bramlette 7	H. L. Foster	Imogene Donald 1
Lubbock, Tex.	J. J. Clements 4	J. L. Holt 3	E. L. Klett 9		
Lufkin, Tex.	William A. Foster 3	T. L. Dunn 15	R. C. Musslewhite 4		Mrs. Ora McMullen 2
McAlester, Okla.	J. M. McAlester 7	Helen R. McDonald 7	W. J. Horton 14	M. J. Hale 10	Phoebe Hayden 20
McCracken, Kans.	J. E. Scheideman 2	J. I. Edwards 4	Will Russel	Oliver Pearson	
Madill, Okla.		F. L. Yarger 16	Don Welch 3	O. E. Shaw	Bess McCommas
Mamaroneck, N. Y.	Henry T. Hornidge 1	F. H. Bull, Jr. 2	Anthony Sansone 2		Eleanor Merrow 5
Manassas, Va.	Harry P. Davis 11	R. L. Byrd 12	Robert A. Hutchison 4	R. C. Haydon	
Mangum, Okla.	Ralph Helper 3	Mrs. W. C. Roberts 13	W. T. Jety 8		
Manistee, Mich.	H. L. Hill 1	John S. Watson 12	H. L. Campbell		Angie Messer
Manistique, Mich.	Harry Eriksen 2	Eleanor V. Lofgren 5	James C. Wood 8	A. F. Hall 13	Dorothy Shipman 16
Mansfield, Mass.	William P. McDermott 21	Harrison A. Morse 10	Clarence A. Barnes 10	George S. Goodell 1	Ethel Wood 10
Maquoketa, Iowa	S. R. Peake 2	J. H. Curtis 3	A. W. Sokol 2	B. S. Moyle 1	Helen Morse
Marianna, Ark.	D. P. Harris 1	Cayre Turner (E) 12			
Marshall, Tex.	N. C. Matthewson 4	Newman Wells 1	William Caven 8	E. C. Deering 8	
Marysville, Mich.	Edward C. Guck 3	Ethel M. Wilhelm (E) 8	Burt D. Cady 7		
Maryville, Mo.	O. L. Robey 1	Robert P. Westfall 1	Floyd L. Cook 1		Grace Langan 18
Mason City, Iowa	J. T. Laird 1	J. H. McEwen 30	L. Dibble 1		Lydia Barrett 15
Melbourne, Fla.	I. K. Hicks*	C. E. Shull 8	W. G. Vaughn*		
Mexia, Tex.	J. Sandford Smith 9	H. F. Mace 5	H. L. Kidd 3	R. M. Hawkins 3	Mrs. C. M. Alderman 5
Miami Beach, Fla.	A. Frank Katzentine 1	C. W. Tomlinson 15	B. R. Cisco 1		
Middleboro, Mass.	Lewis F. Harding 7	Waldo S. Thomas 8	Nathan Washburn 13	J. Stearns Cushing 7	Mertie E. Witbeck 8
Middletown, Ohio		Harry C. Kempf*	Fred Schatzman*		Emma Hale 15
Milford, Del.	Wilson M. Vinyard 2	T. C. Collins 8	George M. Fisher 2	R. E. Shilling 8	
Milton, Pa.	Enos Kerr*	C. C. Congdon 6	H. W. Chamberlin 25	C. L. Milward 12	Elizabeth Hedenberg 1
Minot, N. D.	J. A. Patterson*	V. T. Lee*	V. E. Stenersen*	L. A. White 17	Catherine McSherry 11
Monroe, N. C.	V. D. Sikes 1	J. H. Boyte 16	Gillam Craig 10		
Monterey, Calif.	John L. Steward*	C. L. Dorsey 6	Argyll Campbell 11		Etta Eckhardt 28
Montrose, Colo.	R. Kittleson*	Ada Moore 3	Paul Littler*		Mary Townsend 6
Moore Haven, Fla.	V. L. Phillips 1	M. Valart	J. M. Cousen	B. A. Baleo	Miss Summers
Morgantown, W. Va.	Paul O. Summers 1	Russel K. Bolton*	Kermit Mason*	Floyd B. Cox 2	Betty Berry 5
Morris, Minn.	Pete Nelson*	J. A. Mielke 5	Harry Phinney 10	L. G. Mustain 10	Marg Ludenia 4
Mt. Desert, Me.		William Holmes (E) 16		W. C. Clark 17	
Mt. Pleasant, Iowa	James T. Whiting 3	J. P. Budde 12	Max Kinney 10	C. W. Cruixshank 25	Lena Budde 20
Mt. Pleasant, Mich.	R. T. Kane*	W. K. Willman 2	J. E. Ryan 3	G. E. Goniard 17	Mary Osgood 15

Murfreesboro, Tenn.	N. C. Maney 4	W. M. Draper 5	A. B. Huddleston 4	J. C. Mitchell 12
Muskegon Heights, Mich.	Ed. J. Lorenz 1	R. J. Miles*	William J. Balgooyen*	
New London, Conn.	Alton T. Miner*	Julian D. Moran 12	Thomas E. Troland 8	Warren A. Hanson 15
Newport, Ky.	F. C. Weber 2	K. C. Rainey 2	L. W. Scott 2	A. D. Owens 6
Newton, Kans.	Walter J. Trousdale 1	Adella Martin 27	Fred Ice 1	J. B. Heffelfinger 8
Niagara Falls, Ont.	C. F. Swayze 5	H. E. Goddard 6	F. C. McBurney 30	
Northampton, Pa.	Henry B. Reed 4	Hale A. Guss 2	Edgar C. Nagle 4	George A. Eichler 4
Norwood, Mass.		J. E. Pendergast 19	J. A. Halloran (E)	L. W. Grant
Nowata, Okla.	W. W. Warner 2	R. O. Whitchurch 3	L. C. Colter 4	Ralph Staffelbach 3
Oak Park, Mich.	Alexander Garrett*	Nelson G. Lyons (E) 3		
Oakwood, Ohio		A. C. Bergman 8	William M. Matthews 10	A. E. Claggett 11
Oberlin, Ohio	Earl Morris 2	Beulah Feakins	C. R. Summers	
Ocala, Fla.	B. C. Webb*	H. C. Sistrunk 25	F. A. Hocker 4	
Oregon City, Ore.	O. A. Pace 7		C. Schuebel 12	Ida C. Slawson 2
Osborne, Pa.	C. S. Wisner 2	W. D. Graham 12	John A. Emery 4	Mrs. Tileston Chickering 4
Outremont, Que.	Joseph Beaubien 24	E. T. Sampson 23	C. P. Beaubien 24	
Pacific Grove, Calif.	Sheldon L. Gilmer*	Elgin C. Hurlbert (E) 3	Argyll Campbell 8	
Painesville, Ohio		W. L. Clipp 8	Seth Paulin 6	C. C. Pierce 6
Palatka, Fla.	L. D. Philips*	R. M. Ingram, Jr. 4	J. V. Walton*	
Palm Beach, Fla.	John Shepard, Jr. 2	Edith Walker 8	Drew & Robbins 9	
Pampa, Tex.	W. A. Bratton 2	J. H. Blythe 4	Smith, Teed & Wade 6	R. B. Fisher 4
Panhandle, Tex.	R. L. Grimes 4		H. H. Smith 6	R. E. Vaughn 4
Pawhuska, Okla.	John D. Atkin 3	Charles M. Hirt 12	Charles R. Gray 3	J. R. Chandler 3
Petersburg, Va.	J. R. Jolly 3	W. F. Spotswood 11	R. B. Willcox 12	H. G. Ellis 10
Petoskey, Mich.	D. Charles Levinson 2	Joseph Seward (E) 7	B. H. Halstead	H. C. Spitler
Phoenixville, Pa.	C. M. Mower*	Norman G. Young 4	F. W. Deininger 1	Martin L. Peters
Piqua, Ohio	V. R. Osborn 4	Cloyd Smith 12	B. S. Keyt 8	George Dietrich 22
Pittsburgh, Calif.	H. H. Donovan 4	James Fitzgerald (E) 24	R. N. Wolfe 14	F. S. Ramsdall
Plant City, Fla.	A. R. Boring 1	Marcus E. Cone 8	G. B. Wells 30	
Pleasant Ridge, Mich.	Ernest H. Fletcher 1	Paul W. Eaton (E) 1	A. E. Moore*	
Plymouth, Mich.	Freeman B. Hover 1	L. P. Cookingham 3	Arlo A. Emery 2	George A. Smith 16
Polk City, Fla.	W. T. Bridges 1	Mrs. Ada Ansley 2	R. B. Huffaker 8	
Porterville, Calif.	H. A. Frame 1	W. R. Means 15	W. E. Burford 3	C. E. Bingham 20
Portland, Mich.	William H. Young 4	Charles F. Gilden (E) 18	George E. Nichols 17	
Presque Isle, Me.	A. C. T. Wilson 1	J. W. Tapley (E) 5		R. J. Carpenter 1
Quincy, Fla.	J. E. Graves 10	J. P. Smith 21	E. S. Blake	
Quitman, Ga.		R. W. Hunter	George R. Lilly	
Radford, Va.	A. Giesen 2	J. A. Painter	H. C. Tyler 15	
Rapid City, S. D.	F. W. Merritt*	C. I. Leedy 6	George Williams 15	E. B. Bergquist 5
Redwood City, Calif.	William J. Dusel 2	B. E. Meyers 6	A. Mansfield 10	
Reidsville, N. C.	John N. Hester 8	Mrs. Lola Y. Irvin 12	A. H. Gwyn 8	
Rhinelander, Wis.	Robert Craig 1	Mabel Carr 7	Earl A. Korth 4	W. F. Kruschke 6

	Henrietta Litzendorff 28
	Mrs. L. A. McGaughey 10
	Miss J. A. Hewitt
	Nell Davis 6
	Jane McMaster 2
	Lou Gamsby
	Ethel DeWitt 2
	Bessie MacGille
	Mrs. James Todd, Jr. 3
	Louise Orr 6
	Daisy B. Newlin 3
	Miss T. D. Hodges 9
	Mrs. T. Minaker
	Katherine Pierce 5
	Marjory Smith 15
	Miss Harper
	Alice G. Raymond 7

TABLE IX-A.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Mayor (all elected)	City Clerk	City Attorney	Superintendent of Schools	City Librarian
Richmond, Calif.	Walter J. Johnson*	A. C. Faris 21	T. M. Carlson 8	W. T. Helms	Norah McNeill 16
Riverside, Ill.	Harry M. Taylor 1	G. M. Gies (E) 3	S. Ashley Guthrie 8		Miss G. W. Tillman
Rocky Mount, N. C.	M. D. Munn 3	L. B. Aycock 12	W. L. Thorp 10	R. M. Wilson 20	Nell Battle 10
Rome, Ga.	A. P. McKay 1	E. L. Cantrell 1	W. B. Mebane 1	B. F. Quigg 14	Helen Eastman 17
Roswell, N. M.	H. B. Smyrl 2	M. J. McDonald (E) 4	H. C. Buchly 6	D. N. Pope (E) 12	Corinne Whitney 10
Royal Oak, Mich.	H. Lloyd Clawson 2	R. Bruce Fleming 12	W. C. Hudson 8	N. J. Quickstad 2	Elizabeth V. Briggs 17
St. Augustine, Fla.	E. J. Wishard, Jr. 1	John E. Kettle	E. N. Calhoun		
St. Johns, Mich.	Clarence D. Ebert 1	Ada J. Cochrane 3	George G. Hunter 10	Frank P. Buck	
St. Johnsbury, Vt.		P. E. May (E) 20	J. Rolf Searles (E) 10	Sidney Harding 6	
St. Joseph, Mich.	T. G. Yeomans 6	I. D. Wagner 3	F. Evans	E. P. Clarke	Marjorie Milliman*
St. Lambert, Que.	J. T. R. Boissy 3	D. M. Currie 3	Dugas & Webster 20		
St. Marys, Kans.	H. F. Higgins 2	M. E. Coleman 3			
St. Marys, W. Va.	C. E. Ziff 1	H. T. Swenney 1	Frank Barron 2		
Salem, Va.	John E. Shank 4	W. Frank Chapman 9	R. S. Kime 6	R. E. Cook	
Salina, Kans.	M. A. Stevenson 3	Charles Banker 23	W. S. Norris 10	W. S. Heusner	
Sallisaw, Okla.	W. N. Agent 2	S. B. Drake 5	Roy Frye 8		
San Angelo, Tex.	Brown F. Lee 3	Mamie Barfield 20	Robert Hughes 6	Felix Smith	
Sandusky, Ohio	George J. Schade*	B. E. Snyder 14	C. E. Meyer 3	Frank J. Prout	
Sanford, Fla.	W. A. Leffler*	F. S. Lamson 6	Fred R. Wilson 5	T. W. Lawton (E) 17	Mrs. Elton Moughton 3
San Leandro, Calif.	George A. Weldon 2	E. F. Hutchings (E) 8	A. E. Poe 2	W. O. Davies 12	Mary Brown 14
San Mateo, Calif.	A. R. Cotton 3	E. W. Foster (E) 14	E. A. Wilson 3		Inez Crawford 15
San Rafael, Calif.	William S. Nock 5	E. W. Smith 31	J. L. Martinelli (E) 10	Olliver Hartzell 7	Margaret McDonald 15
Santa Rosa, Calif.	George R. Cadan 8	Ney L. Donovan 4	Carl Barnard 1		Ruth Hall
Sapulpa, Okla.	C. J. Davenport 2	A. H. Chapman 4	Eugene B. Smith 2	Howard Lytell	Mrs. O. C. Clark 4
Saranac Lake, N. Y.	Seaver A. Miller 3	Albert H. Breier 3	F. Ferris Hewitt 5	G. G. Malcolm 15	
Sault Ste. Marie, Mich.	A. J. Short 2	Mark Sheply 6	A. E. Sharpe 6	L. C. Conway 10	Alice Clapp
Sewickley, Pa.	Paul Ingram*	Edward Ellerton 4	Charles A. Woods 20		
Shawinigan Falls, Que.	Albert Gigaire 4	A. J. Meumir 21			
Shawnee, Okla.	J. A. Ingram 4	J. C. Coleman 8	Randall Pitman 1	Perry Carmichael 2	Mrs. R. W. Funk 24
Sherman, Tex.	H. G. Tuck 3	J. A. Henderson 11	George L. Hamilton 1	L. T. Cook	Louise Carraway
Sherrill, N. Y.	Alexander Park*	L. W. Morrison 3	Charles R. Coville 17	E. A. McAllister 14	Florence McDonald 11
South Charleston, Ohio	Charles Gilbert	Harry Wilhide	Stuart L. Tatum 10		
South Pasadena, Calif.	B. A. Garlinghouse 8	Nettie A. Hewitt (E) 13	Horace E. Vedder 8	George C. Bush 29	Georgia Diehl 3
South Portland, Me.		Harry A. Brinkerhoff*		L. C. Day	
Stambaugh, Mich.	Victor D. Laing 7	Charles A. Nelson 10		C. I. Clark	
Stamford, Tex.	E. P. Bunkley 1	R. G. Bowdry 1		L. W. Johnson 6	Mrs. G. H. Haymi 3
Staunton, Va.	George A. Cottrell 4	C. V. Herndon 4	Peyton Cochran 12	L. F. Shelburne 8	Kring Denton*
Sterling, Kans.	R. O. Johnson 2	Charles K. Cooke*	Bronce Jackson 3		Anna Walton
Stevens Point, Wis.		Eleanore Glodoshe 1	Lyel N. Jenkins 11	P. M. Vincent 11	Aileen MacGeorge 4
Stoughton, Mass.	Frank I. Capen 12	Jennie F. McNanara 5		Warren Lyman 4	Alice Leary 18
Stratford, Conn.	V. S. Morehouse 4	May Morehouse 12	Pullman & Comley 10	E. Ward Ireland	Frances B. Russell

Stuart, Fla. ..... Theodore Achon 1	Ruley Herdt 1	Smith & Kamser 1		
Sturgis, Mich. ..... C. W. Seeb 2	S. F. Weatherwax 3	D. M. Britton 2	Waldo L. Adams*	Hannah J. Kelley 10
Suffolk Va. ..... Otis S. Smith, Jr., 2	Charles L. Hutchins 2	John K. Hutton 2	John E. Martin	
Sumter, S. C. ..... F. B. Creech 2	R. B. Jennings 9	S. K. Nash 5	S. H. Edwards 30	
Sweetwater, Tex. ..... J. P. Majors 2	W. H. Whaley 3	Carl M. Anderson 3	B. H. McLain (E)	Mrs. L. C. Vinson 10
Teaneck, N. J. ..... Karl D. Van Wagner 4	H. Diehl	W. W. Westervelt, Jr., 2	L. Nevlen	Agnes Norton
Tecumseh, Okla. ..... Clyde Pitman 1	W. S. Bicknell*	Bill Cutlip 8	Ferris Willingham	Mrs. W. L. Ducker
Temiskaming, Que. ..... A. K. Grimmer 11	O. M. Sauve 8			Grace Attwood 1
Temple, Tex. ..... W. W. Sellers 4	W. B. Coyle 2	W. R. Brown 6	L. C. Procter 16	
Terrell, Tex. ..... W. J. Davis 3	J. T. Riley (E) 3	Morris Brin (E) 12	J. E. Langwith 8	Mrs. T. P. Armfield 12
Thomasville, N. C. ..... J. E. Lambeth 5	B. H. Harris 15	H. R. Kyser 12	D. W. Maddox 7	Clara Johnson 3
Three Rivers, Mich. ..... A. T. Van Alstyne 1	J. H. Linsner 4	R. J. Wade 1	C. H. Cerrick 10	Sue I. Silleman 32
Toccoa, Ga. ..... Ray Trogdon*	Mary Beasley 1	C. M. McClure 10		
Towanda, Pa. ..... C. S. Lilley 9	William T. Howie 16	Joseph W. Beaman 4	J. Andrew Morrow	Ulilla Tracy Hall
Tulare, Calif. ..... W. M. Hahesy 3	C. A. Paulden 3	Fred J. Heid 10	Walter H. Knokey	Mrs. Reardon
Tulia, Tex. ..... R. A. Scott 2	J. H. Hamilton 2	Dennis Zimmerman 2	W. H. Younger	
Two Rivers, Wis.	John P. Hoffman, Jr., 5	Fred W. Dicke 30	F. G. Bishop 16	Mrs. B. H. Knight 8
Tyler, Tex. ..... Oscar Burton 2	Guy V. McNallie 2	Troy Smith 11	J. M. Hodges 8	Elizabeth Haynes 6
Upland, Calif. ..... P. H. McQuillen 4	E. C. Mehl (E) 12	E. E. Gray 4	Harold Cook	Mrs. F. H. Manker
Ventura, Calif. ..... Frank Dennis*	Ruth Meilandt*	Frank Orr*	E. L. Van Dellen 4	Elizabeth R. Topping 10
Villisca, Iowa ..... George Farquhar 6	Edward E. Jenkins 6	Harold Bickford 2	H. E. Dow 8	Frankie Barker
Visalia, Calif. ..... George T. Tschumy*	Kathleen H. Sim*	E. I. Feemster 11		
Walters, Okla. ..... H. S. Way 10	Viola Stevenson 3	J. C. Norman 6	A. L. Hunt	Mrs. H. S. Way
Warrenton, Va. ..... T. E. Frank 8		W. H. Robertson		
Watervliet, N. Y. ..... James F. Donlon 4	Katharine V. Moran 12	Joseph D. Foley 10	William Richmond	
Waycross, Ga. ..... A. O. Johnson*	Walter E. Lee 20	J. D. Blalock 4	Ralph Newton 8	Elizabeth Blackshear 15
Waynesboro, Pa. ..... J. W. Croft 5	A. Stover Fitz 25	N. F. Keller 4	D. J. Keener 4	Grace Hildebrand
Waynesboro, Va. ..... W. H. Gardner 4	I. G. Vass 5	W. E. Moore 1	R. C. Jennings	Mrs. Herbert Waite 4
Webster City, Iowa ..... E. W. Garth 2	Dorothy Neel 3	J. W. Lee	B. E. Beard	Charlotte Crosley
Westerville, Ohio ..... H. W. Troop 6	W. A. Kline 8	W. B. Cockull 16		
West Liberty, Iowa ..... R. P. Evans 2	Charles J. Mackey 12		Karl Smith 3	Mrs. Stober 10
Westmount, Que. ..... John Jenkins*	A. F. Bell 20	J. W. Weldon 11		Miss K. R. Jenkins 2
West Palm Beach, Fla. ..... Charles B. Watkins 1	Mrs. J. R. Gardner 4	J. Mark Wilcox 6		Maude Clark 10
West Reading, Pa. ..... Earl D. Neidig	D. C. Wagner 7	Paul H. Price 5	H. P. Holtzman	
White Bear Lake, Minn. ..... Charles E. Buckbee	Armand Stickley	Joseph F. Cowern 6	C. H. Christenson	Ada Palmer
Williamsburg, Va. ..... George P. Coleman	Virginia Blanchard (E) 6	Ashton Dovell 16	J. R. Bird 4	Anne Chapman 4
Wilmette, Ill. ..... C. P. Dubbs 3	Nicholas P. Miller (E) 2	W. D. Nance 3		
Wilson, N. C. ..... C. B. McLean 7	A. C. McKinnon 3			Mrs. W. M. Moss 4
Winchester, Va. ..... Charles R. Anderson 2	F. H. Krebs 10	J. P. Reardon 7	G. R. Quarles	C. Vernon Eddy
Winfield, Kans. ..... P. H. Frankenfeld	H. H. Hanlen 11	S. C. Blass 15	Evan E. Evans	Mrs. Ruth Craig
Winnetka, Ill. ..... William B. Moulton 5	Stella Winslow 10	Frederick Dickinson 18		
Winter Haven, Fla. ..... E. Walthall*	J. Trewilliger 8	H. Jolley 7		

TABLE IX-A.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Mayor (all elected)	City Clerk	City Attorney	Superintendent of Schools	City Librarian
Woodstock, N. B.	E. R. Jones 1	C. J. Jones 1	C. J. Jones 1		Miss Starrett 10
Woodward, Okla.	J. E. Young 1	Justina B. Cosley 2	Charles R. Alexander 1	E. H. Homberger 12	Metta M. Woodward 10
Wytheville, Va.	H. M. Hensen 2	D. A. Rich 22	W. B. Kegley 10	J. H. Crowgey 10	
Xenia, Ohio	Jacob Kany 4	H. A. Higgins 4	W. A. Miller 4		
Yale, Okla.	John Vogler 1	H. H. Hunt*	I. O. Rambo 1	Fred N. Joachim	Hazel Whaley
Yoakum, Tex.	P. J. Davis 2	H. C. McAmis 2	W. F. Adams 4	George P. Barron 2	

Table IX-B

DIRECTORY OF CITY OFFICIALS IN 332 COUNCIL-MANAGER CITIES UNDER 30,000

Name, length of service, and method of selecting city officials, as reported in January, 1934. Length of service in present position to nearest year is indicated by figure following the name. "E" indicates elected officials; others are appointed. An asterisk (*) indicates less than one year's service in present position. Under the headings "Director of Finance" and "Chief Accounting Officer," "a" indicates that the official's title is city auditor, and "c" indicates either city comptroller or city controller.

City	Director of Finance	Chief Accounting Officer	City Assessor	City Treasurer	Purchasing Agent
Albany, Ga.				S. T. Dillingham 3	C. Q. Wright 9
Albert Lea, Minn.		William Sherman 3	A. E. Carlsen 5	Ila Dudley 5	
Alcoa, Tenn.				A. B. Smith 15	
Alexandria, Va.		Charles Jett*[a]		Roger C. Sullivan (E) 7	
Alhambra, Calif.	E. A. Stellar 2	R. B. Wallace (E) 12[a]		Evelyn T. Caulk (E) 15	John H. Coulter 5
Alliance, Nebr.	Earl D. Mallery 1	Ethel M. Nation 8[a]		Earl D. Mallery 1	Earl D. Mallery 1
Alma, Mich.				A. C. Johnson 1	J. D. Sullivan 6
Alpena, Mich.			Wm. McMillan	Mary McGregor	Geo. R. Nicholson 12
Ames, Iowa	A. B. Maxwell 32	A. B. Maxwell 32	M. A. Manning (E) 14	H. W. Stafford (E) 16	John H. Ames 7
Anoka, Minn.			W. H. Howell 10	A. L. Lindman 5	Wayne Ridge 3
Ardmore, Okla.				Orah M. Bryant 13	
Arkansas City, Kans.	James Clough 1	James Clough 1		Tom McAdams 1	Clyde B. King 3
Arvida, Que.			J. G. Belanger 1	J. A. Frechette 2	
Asbury Park, N. J.			William E. Harrison 19	J. L. Shepherd 11	Carl H. Bischoff*
Ashland, Ky.		A. N. Richardson 9[a]	Mollie DeBord (E) 2	F. C. Miranda (E) 2	
Ashtabula, Ohio		J. H. Shaw[a]		E. H. Burrill	
Aspinwall, Pa.				Brown Herron 1	H. C. Lea 9
Astoria, Ore.		O. K. Atwood 10[a]		Oswald Gustafson 4	George Garrett 6
Atchison, Kans.				Nellie Blythe 7	A. W. Seng 7
Auburn, Me.		G. A. Arnold 8[a]	E. A. Whitney 12	W. P. Atwood 10	F. W. Ford, Jr. 8
Avalon, Calif.				T. M. Polhamus (E)	E. R. Pollok
Avalon, Pa.		William A. Caddick (E) 10[c]		W. H. Kelley 12	
Bakersfield, Calif.		V. Van Riper 15[a]	D. R. Hurley 5	H. H. Smith 6	Fred W. Nighbert*
Bangor, Me.	James G. Wallace 2	S. G. Robinson 4[a]	W. J. Largay*	C. E. Millett 4	H. E. Torrens 2

TABLE IX-B.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Director of Finance	Chief Accounting Officer	City Assessor	City Treasurer	Purchasing Agent
Bartlesville, Okla.				D. A. Beger 6	Ross Taylor 7
Bartow, Fla.		George J. McNamee 8	George J. McNamee 8	George J. McNamee 8	C. S. James 1
Beaufort, S. C.				W. E. Nelson 2	
Bedford, Ohio	O. E. Hutchinson 2	O. E. Hutchinson 2			Arthur H. Wedge 2
Bedford, Va.				C. A. Moore	
Belfast, Me.	Harrie D. Eckler 4	R. D. Southworth 4	Herman Coombs 2	C. F. Clements 4	Harrie D. Eckler 4
Belleville, Kans.				W. H. Billingsley 15	G. C. Pierce 2
Bellows Falls, Vt.				L. G. Swallow (E)	
Beloit, Wis.			J. Russell Meehan 2	David Throne 13	
Belton, Tex.		Roy Little 3[c]	Roy Little 3	Roy Little	A. E. Taylor 3
Bend, Ore.		L. G. McReynolds 4		L. G. McReynolds 4	C. G. Reiter 5
Benton Harbor, Mich.	George W. Larkworthy 6	Mark Gross 4	B. S. Barnes 3	George W. Larkworthy 6	George S. Barnard 3
Big Rapids, Mich.			W. Turk 2	August Mehl 4	B. Laser 30
Big Spring, Tex.	E. V. Spence 3	M. J. Stewart 4	M. J. Stewart 4	M. J. Stewart 4	E. V. Spence 3
Birmingham, Mich.			Donald C. Egbert 1	H. H. Corson 5	
Blackstone, Va.			C. H. Hardy 8	C. H. Hardy 8	C. H. Hardy 8
Blairsville, Pa.		(Board of 3)	(Board of 3)	R. W. Plowman 8	T. C. North 11
Bluefield, Va.				C. P. Painter	
Bluefield, W. Va.	Walter Perkins (E) 4			E. P. Mitchell 4	
Borger, Tex.		Almada Wiley 5	Charles Chapman 1	Almada Wiley 5	
Boulder, Colo.	Mayme Graham 13	Mayme Graham 13	(County)		
Bozeman, Mont.	Walter Davis 9				G. O. Arnold 5
Brewer, Me.			(Board of 3)	F. D. Farnsworth 1	F. D. Farnsworth 2
Bristol, Va.	J. F. McCrary 6	B. E. Ballard 4[a]	S. G. Bowman (E) 4	D. E. Frizzel (E) 12	J. F. McCrary 6
Brownwood, Tex.			H. H. Gresham 2	F. E. Scott 5	W. A. Butler 2
Brunswick, Ga.	J. M. Gardner 1	Hugh Burford 7	R. R. MacGregor 1	J. P. Brooks 7	F. J. Torras 4
Bryan, Tex.	R. G. Williams 4	G. P. Bittle	G. P. Bittle	W. S. Higgs	R. G. Williams 4
Burbank, Calif.		Bruce Boggs 3[a]	(County)	J. B. Brown (E) 1	H. I. Stites*
Cadillac, Mich.	H. L. Worden 16	H. L. Worden 16	A. J. Harvey 5	W. J. Cornwell 15	H. L. Worden 16
Camden, Me.				J. Hale Hodgman (E) 22	
Carlisle, Pa.				Frank L. Hoffer*	
Cartersville, Ga.					John W. Dent 2
Celina, Ohio				George Winter (E)	
Chandler, Okla.				Annie Scherbner 4	L. C. Green 7
Charlottesville, Va.			J. F. Fowler (E) 4	E. L. Pugh (E) 4	Seth Burnley 1
Chatham, Ont., Can.		W. R. Laudon 10[a]	Harry Fitzsimmons 11	W. M. Foreman 6	A. L. Thompson 6
Chico, Calif.		H. H. Hume 5	H. H. Hume 5	F. M. Moore (E) 15	H. H. Hume 5
Clarinda, Iowa			J. Dale Foster*	R. J. Swanson (E) 2	
Clark, S. D.			J. W. Hubbard 1	O. H. Ames 3	Elmer Kirkeby 9
Clarksburg, W. Va.				Mirth H. Kuhl*	James S. Rodney*
Clearwater, Fla.	J. E. Satterfield 3	J. E. Satterfield 3	J. F. Hamrick 8	J. E. Satterfield 3	H. S. Riddle 6

Cleveland, Okla.			A. C. Adams 4	G. H. Greiner
Coalgate, Okla.			Mary E. Brown 9	
Compton, Calif.	Otis Reifsnyder 4	Blanche Firkins (E)*	Roy Adams (E) 3	W. A. Pearson*
Coral Gables, Fla. G. N. Shaw 4		G. A. Bowen 7	G. N. Shaw 4	G. A. Bowen 7
Cornelia, Ga.			Sara Thofford	
Coronado, Calif.		A. A. Mathewson (E) 2	Doris Baur (E) 2	Edwin A. Ingham 6
Covington, Va.			J. G. Kyle 6	J. S. Mathers 2
Crewe, Va.			William P. Taylor 8	
Crystal Falls, Mich.	Soderman & Brennan 7	Charles Richard 1	John Gitzen 12	
Culpeper, Va.	V. von Gemmingen 4	F. P. Hudgins 10	G. A. Thompson (E) 2	V. von Gemmingen 4
Cushing, Okla.			Loren Crook 11	J. W. Flint 4
Daytona Beach, Fla. F. R. Mills 2	F. R. Mills 2	F. R. Mills 2	S. M. Leidy*	M. S. Couch
Decatur, Ga. R. M. Abernathy 2	A. F. Newman*	(Board of 3)	First Natl. Bank Atlanta	R. M. Abernathy 2
De Land, Fla.	R. Crosby*a	R. Crosby*	N. M. Butts*	Grant Bly*
Devol, Okla.				J. C. Dulaney 10
Dover, Del.		J. M. Keith 5	Burton Shephard 3	L. D. Shank 6
Duncan, Okla.			C. M. Browder 10	J. B. McLendon 2
Dunedin, Fla.				W. Lovett Douglas 6
Durango, Colo.			Joe McGuigan 3	
East Detroit, Mich. William C. Rein 7	William C. Rein 7	Adolph H. Arens 4	William C. Rein 7	Adolph H. Arens 4
Eastland, Tex.		Guy P. Parker*	T. M. Johnson	Guy P. Parker*
Eastman, Ga.		(Board of 3)		M. C. Edwards 10
Edgewood, Pa.	E. O. Garrett 3		W. D. Bowers 4	E. O. Garrett 3
Edgeworth, Pa. H. F. Burkholder 11		Charles E. Duff (E) 2	Robert Wardrop 2	
Edmond, Okla.			W. S. Patten (E) 2	F. M. Stephenson 3
El Dorado, Kans. C. Whiteside 3			F. H. Cron 7	F. E. Schide 3
Elizabeth City, N. C.	J. H. Snowden 12		F. & C. Natl. Bank 6	
Elk City, Okla.	S. L. Beaty 8		J. P. Thurmond (E) 8	F. C. Gowdy*
Ellwood City, Pa.	(Board of 3) (E)	(Board of 5) (E)	H. D. Maxwell*	Lowell W. Monroe 6
El Reno, Okla.			Clyde Matthews 8	
Escanaba, Mich. T. F. Kessler 7	E. E. Peterson 3	Carl E. Anderson 11	A. J. Manley 11	T. F. Kessler 7
Excelsior Springs, Mo.		Walter A. Craven 3	W. E. Templeton 3	
Farmville, Va.			E. L. Dahl	
Fernandina, Fla.		Russell A. Smith 4	J. Fred Lohman 10	Russell A. Smith 4
Ferndale, Mich.		Roy Goodspeed 2	R. J. Bingham 10	
Fillmore, Calif.			A. C. Sallee (E) 9	
Follansbee, W. Va.		(County)	Delmar Jenkins 9	Delmar Jenkins 7
Ft. Atkinson, Wis.		Richard Bendig	Wesley W. Wetzel 1	A. J. Koenig 3
Ft. Lauderdale, Fla. Alwen Neuharth 5	Alwen Neuharth 5	Alwen Neuharth 5	George W. Hall 2	R. M. Kerr*
Ft. Meade, Fla.		Wilma D. Murdaugh 3		
Franklin, Va. J. W. B. Thompson 6	L. A. Gay 19		J. W. B. Thompson 6	J. W. B. Thompson 6
Fredericksburg, Va.			C. R. Howard (E) 20	
Front Royal, Va.			George N. Buck (E) 6	L. B. Dutrow 4

TABLE IX-B.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Director of Finance	Chief Accounting Officer	City Assessor	City Treasurer	Purchasing Agent
Gainesville, Fla.	A. C. O'Neill 2	A. C. O'Neill 2	S. P. Harn		W. A. Ford 7
Gainesville, Ga.				Citizens' Bank 1	
Galax, Va.				H. M. Todd 5	
Gallipolis, Ohio				A. W. Carl*	A. R. Henke*
Gastonia, N. C.		J. L. Kendrick*			H. Rutter 4
Gladstone, Mich.	F. R. Buechner 10	F. R. Buechner 10	Erick Johnson 11	Otto Haberman 11	F. R. Buechner 11
Glencoe, Ill.		Ernest W. Brooks 3		Ernest M. Kimball 3	G. R. Young 7
Glenview, Ill.	Arthur L. Palmgren 4			E. H. Waterhouse 1	E. H. Waterhouse 1
Goldsboro, N. C.	Z. G. Hollowell 7			J. G. Spence 10	Z. G. Hollowell 7
Goose Creek, Tex.	Henry Whiddon 1	Henry Whiddon 1	Henry Whiddon 1	Henry Whiddon 1	Henry Whiddon 1
Grandfield, Okla.				James M. Smith (E) 3	Frank H. Lawrence 4
Grand Haven, Mich.		J. N. Poel 3	P. Rycenga 3	W. Byl (E) 1	P. Kammeraad 2
Grand Junction, Colo.				W. L. Sackett 7	J. P. Soderstrum 4
Grand' Mere, Que.	J. A. Bernier 10	Leo Dugal 13	J. E. Deziel 6	J. E. Deziel 6	J. A. Bernier 10
Griffin, Ga.				H. P. Powell 1	H. P. Powell 1
Grosse Pte. Shores, Mich.		Charlotte VilleMonte*	Charles F. Becker	A. H. Bennett 11	A. H. Bennett 11
Guthrie, Okla.				Arthur G. Beyer 4	Earl J. Geddes 4
Hackensack, N. J.		Robert Featherstone*[a]	F. C. Koehler	William J. Eck*	
Hampton, Va.	J. B. Sinclair, Jr. 11	J. B. Sinclair, Jr. 11		E. A. Darden 8	J. B. Sinclair, Jr. 11
Hanover, Pa.				H. C. Thoman 10	
Harbor Springs, Mich.		William H. Maeser 1	Earl Armstrong (E) 1	Edgar Sanderson (E) 1	F. C. Taylor 1
Hays, Kans.	H. J. Tholen 3	Emily C. Johnson 13		Emily C. Johnson 13	F. J. Haffamier 6
Heavener, Okla.				W. L. Dunn 12	
Hickory, N. C.	R. L. Hefner 2	R. L. Hefner 2		C. L. Herman 2	R. L. Hefner 2
Hillsboro, Ore.		Max Crandall 10		W. C. Christensen 5	George J. R. McGee 4
Hillsborough, Calif.		John A. Hoey 24	John A. Hoey 24	John A. Hoey 24	J. C. Nowell 5
Hinton, W. Va.	H. K. Nowlan 6	Mona Cumby 6	I. E. Wiseman (E) 2	Mona Cumby	H. K. Nowlan 6
Hoisington, Kans.				Vera McCulloch 8	
Hollywood, Fla.	James A. Lewis*	Blanche E. Mann 2[a]	J. W. Shepard	Blanche E. Mann*	M. S. Worland*
Hopewell, Va.				Hugh T. Birchett (E) 6	Lamar Johnson 3
Iowa Falls, Iowa			C. H. Warnock (E) 3	W. S. Walker (E) 2	Floyd Klippel 3
Ironton, Ohio		C. C. Crance 3[a]		A. T. Turnbull 10	
Ironwood, Mich.		Leo Adriansen 18	James Goudie 1	William Pallair 15	
Jacksonville, Tex.			A. E. Garner 12		J. Bryan Miller 3
Janesville, Wis.		M. A. Puerner 4[c]	F. L. Smith 20	M. A. Puerner 4	
Keansburg, N. J.		William Sternkoph 6	C. G. Mullison 5	Ralph O. Williams 5	
Kenilworth, Ill.				H. E. Weese 10	
Kerrville, Tex.	A. P. Hancock 1	D. D. McCroskey	C. Y. Guthrie	C. Y. Guthrie	C. Y. Guthrie

Kingsford, Mich.	J. Ochetti 1	J. J. Marshall 1	J. J. Marshall 1	E. S. Anderson 1
Kingsport, Tenn.		Walker Nelms*	G. D. Black 11	F. L. Cloud 11
Kinsley, Kans.			L. S. Parker 1	
Kissimmee, Fla.		C. E. Yowell 9	J. M. Johnston	Edward Newton
La Crosse, Kans. Andrew Schmidt 5			H. W. Grass, Jr. 20	Jess C. Moser 8
La Grande, Ore.			J. E. Stearns 12	
Lakeland, Fla.	J. L. Davis 11c	A. C. Walker 10	Guy Harward 11	
Largo, Fla. Finley McMullen	Finley McMullen	Finley McMullen	W. A. McMullen, Jr.	Finley McMullen
La Tuque, Que.	P. Bouchard 13			
Leesburg, Fla.			Imogene Haney 3	O. Raymond Skiles 4
Lethbridge, Alberta		David Donald 5	T. H. Fleetwood 17	John T. Watson 5
Longview, Tex. B. N. Taylor 6	Witt Nelson 11	Witt Nelson 11	Witt Nelson 11	B. N. Taylor 6
Lubbock, Tex.	D. D. Martin 5	R. H. Holland 8	J. L. Holt 3	W. H. Rodgers 3
Lufkin, Tex.		T. L. Dunn 15	C. C. Trevathan 4	T. L. Dunn 2
McAlester, Okla.			A. M. Dunham 7	
McCracken, Kans. R. V. Scheideman 4			R. V. Scheideman 4	
Madill, Okla.			Earl E. Ayres 14	Homer Moss 9
Mamaroneck, N. Y.		A. V. Hains 1	F. H. Bull, Jr. 2	
Manassas, Va.	R. L. Byrd 12	R. M. Weir	R. L. Byrd 12	William F. Cocke 5
Mangum, Okla.			H. T. Lawrence 5	H. T. Lawrence 5
Manistee, Mich.		(Board of 3) (E)	George L. Kruse 7	O. W. Damrow 5
Manistique, Mich. Harry Eriksen 2	Harry Eriksen 2	W. G. Stephens 8	Eleanor V. Lofgren 5	Harry Eriksen 2
Mansfield, Mass.	Harrison A. Morse 10	Charles Walker 25	Mrs. Ethel Murray 12	Harold H. Everett 6
Maquoketa, Iowa		A. S. Butterworth 2	John Jargo 2	
Marianna, Ark.			C. C. Mitchener (E) 14	C. C. Mitchener 8
Marshall, Tex. H. J. Graeser 7	N. Wells	J. J. Jones 12	N. Wells	H. J. Graeser 7
Marysville, Mich.		Walter W. Gaskins (E) 8	Israel J. Prevost (E) 2	Ethel M. Wilhelm 8
Maryville, Mo.		Ralph Graves 1	Chilton Robinson 1	
Mason City, Iowa	Rena Mack 12	W. H. Gleason 1	Ralph Wiley 5	L. Rice 1
Melbourne, Fla. E. R. Helmrich 1	C. E. Shull 8	C. E. Shull 8	C. E. Shull 8	E. R. Helmrich 1
Mexia, Tex. J. Sanford Smith	H. F. Mace 3	H. F. Mace 3	H. F. Mace 3	H. F. Mace 3
Miami Beach, Fla. C. W. Tomlinson 15	O. J. Cleary 8	R. S. Miller 13	C. W. Tomlinson 15	Claude A. Renshaw 8
Middleboro, Mass.	Waldo S. Thomas 8	Benjamin C. Shaw 20	Samuel Breck (E) 2	Harry J. Goodale 13
Middletown, Ohio	C. H. Campbell*		Hilda Ross*	Hiram Fullen*
Milford, Del. C. E. Banning 6	T. C. Collins 8	(Board of 4)	T. C. Collins 8	C. E. Banning 2
Milton, Pa. O. S. Stamm 2		(Board of 5) (E)	First Milton Natl. Bank 6	C. C. Congdon 6
Minot, N. D.		M. J. Engeseth*	Keith Thompson (E)*	
Monroe, N. C.			J. H. Boyte 16	H. L. Burdette 3
Monterey, Calif.	Stanley M. Douglas (E) 4	C. L. Dorsey 6	M. W. McMenamin 23	R. M. Dorton 9
Montrose, Colo. H. R. Elliott 6			Ada Moore 3	H. R. Elliott 6
Moore Haven, Fla.		M. Valart	M. Valart	M. Valart
Morgantown, W. Va.			Russell K. Bolton*	Elmer W. Prince*
Morris, Minn.		F. R. Putnam 2	Cora Grove 10	
Mt. Desert, Me.				Herbert A. Thomas 2
Mt. Pleasant, Iowa		William Rukgarber	C. VanBrussel (E) 12	T. W. McMillan 36

TABLE IX-B.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Director of Finance	Chief Accounting Officer	City Assessor	City Treasurer	Purchasing Agent
Mt. Pleasant, Mich.			T. Sampson 13	B. Brown 13	W. K. Willman 10
Murfreesboro, Tenn.	S. S. Cox 7	W. M. Draper 5	Moore Miles 3	Tillie D. Adams 10	S. S. Cox 7
Muskegon Heights, Mich.		M. Kroeze 9	Henry Seng (E) 8	Frank Wood (E)*	George F. Liddle*
New London, Conn.	Carey Congdon 12		J. Hull Manwaring 5	Herbert G. Huntley 12	Thomas Fitch 2
Newport, Ky.	R. J. Rohde 2	G. F. Meister 2	C. H. Adam 2	R. J. Rohde 2	K. C. Rainey 2
Newton, Kans.	Adella Martin 27			Elizabeth Inguld 16	K. L. Brode 3
Niagara Falls, Ont.		W. Soulsby 5	J. J. Harriman 5	H. E. Goddard 6	J. R. McBride 6
Northampton, Pa.				W. H. Newhard 2	
Norwood, Mass.		J. E. Pendergast 19	P. J. Lydon	E. F. Sullivan (E) 3	William C. Kendrick*
Nowata, Okla.				C. J. Dugan 4	Ed. Chouteau, Jr.
Oak Park, Mich.			Nelson G. Lyons*	Fred Feole (E)*	Charles J. Reibel 2
Oakwood, Ohio	A. C. Bergman 8	A. C. Bergman 8		H. E. Whalen 14	L. M. Dissinger 10
Oberlin, Ohio		Beulah Feakins[a]		L. A. Sears	L. A. Sears
Ocala, Fla.			H. C. Sistrunk 25	S. Jewett 2	
Oregon City, Ore.				George E. Swafford 15	
Osborne, Pa.			C. E. Duff 2	W. D. Davis 14	
Outremont, Que.		E. T. Sampson 23	A. Beaugrand-Champagne	E. T. Sampson 23	Georges Major 10
Pacific Grove, Calif.		Erwin Dames 5	Elgin C. Hurlbert (E) 3	L. C. Fisher (E) 5	Erwin Dames 5
Painesville, Ohio		W. L. Clipp 8[a]		A. W. LeFaine*	
Palatka, Fla.		G. D. Bogue 7	R. M. Ingram, Jr. 4	R. M. Ingram, Jr. 4	R. M. Ingram, Jr. 4
Palm Beach, Fla.			Joseph Borman 23	Edith Walker 8	
Pampa, Tex.	C. L. Stine 2	Ruba McConnell 4	J. H. Blythe 4	Ruba McConnell 4	C. L. Stine 2
Panhandle, Tex.	R. L. Grimes	J. G. Wadsworth 4	J. G. Wadsworth 4	Charles Franklin 4	J. G. Wadsworth
Pawhuska, Okla.				Adaline Keith 12	
Petersburg, Va.		W. F. Spotswood 11[a]	H. R. Smith (E) 24	I. V. Parham (E) 3	I. C. Chandler 4
Petoskey, Mich.			Leon W. Miller	Gail Batchelor (E) 2	Peter T. Mitchell 10
Phoenixville, Pa.			Six (E)	John T. Bush 1	Norman G. Young 4
Piqua, Ohio	W. J. Baldwin 4			Allen Rundle 25	W. J. Baldwin 4
Pittsburg, Calif.			James Fitzgerald (E) 24	J. Rough (E) 2	George T. Oliver 4
Plant City, Fla.	J. E. Knight 6	Marcus E. Cone 8[a]	Marcus E. Cone 8	J. E. Knight 6	Marcus E. Cone 8
Pleasant Ridge, Mich.	Ashton J. Berst 8	Paul W. Eaton 1	Ashton J. Berst 8	Dora Walz*	Ashton J. Berst 8
Plymouth, Mich.			William B. Petz 1	Nellie V. Cash 3	
Polk City, Fla.			Ada Ansley 2	Ada Ansley 1	
Porterville, Calif.	Dan P. Kinney 1	Kathryn Widman 1	W. R. Means 1	F. E. Rigeway 1	Dan P. Kinney 1
Portland, Mich.			Frank Linebaugh 10	Lorenzo Webber 1	Charles F. Gilden 18
Presque Isle, Me.			(Board of 3) (E)	Frank T. Adams 1	Frank T. Adams 1
Quincy, Fla.		J. P. Smith 21	J. P. Smith 21	E. O. Hale 7	Steve Edwards 8
Quitman, Ga.				R. W. Hunter	

Radford, Va.			E. H. Grayson (E) 9	F. Y. Caldwell (E) 12	
Rapid City, S. D.			Frank Johnston 2	A. S. Holm 4	
Redwood City, Calif.			N. L. Miramontes 8	B. E. Meyers 6	E. A. Rolison 5
Reidsville, N. C.		J. L. Womack 8		J. L. Womack 8	J. L. Womack 8
Rhinelander, Wis.			Sam Crofoot 7	Bernard Straub 3	
Richmond, Calif.		Marie A. Whitesides 13[a]	J. O. Ford 15	I. R. Vaughn 21	J. A. McVittie 13
Riverside, Ill.				Roy W. Nelson 6	John J. O'Brien 8
Rocky Mount, N. C.				J. E. Johnson 3	A. S. Lyon 3
Rome, Ga.	E. L. Cantrell 1	E. L. Cantrell 1	A. K. Dooly 1	E. L. Cantrell 1	O. M. Lanham 1
Roswell, N. M.				W. J. McInnes (E) 4	
Royal Oak, Mich.	Catherine T. Currie 8	Catherine T. Currie 8	Duncan McRae 8	Minnie Reeves 10	E. M. Shafter 2
St. Augustine, Fla.				John Mack	
St. Johns, Mich.		Ada J. Cochrane 3	Frank E. Stone 15	John Walker 9	T. H. Townsend 15
St. Johnsbury, Vt.				Charles G. Braley (E) 25	R. W. Orebaugh 4
St. Joseph, Mich.	I. D. Wagner 3	I. D. Wagner 3	A. I. Mollhagen 8	I. D. Wagner 3	H. G. Crow 5
St. Lambert, Que.	M. J. Rutledge 7	D. M. Currie 3	A. Thwing 6	D. M. Currie 3	M. J. Rutledge 7
St. Marys, Kans.				Josie A. DeMarais 20	
St. Marys, W. Va.				Roland Walker 1	
Salem, Va.			W. A. Francis 20	W. Frank Chapman 9	Roy P. Bishop 5
Salina, Kans.		Ellen Nyberg 12		H. H. Eberhardt 22	
Sallisaw, Okla.				M. C. Loggains 6	
San Angelo, Tex.	E. E. Lowrie	E. F. Riedel 5	Sam Lawhon 6	E. F. Riedel 5	E. E. Lowrie 4
Sandusky, Ohio				C. F. Breining 8	Robt. L. J. Wagar*
Sanford, Fla.	F. S. Lamson 6	F. S. Lamson 6	F. S. Lamson 6	F. S. Lamson 6	F. S. Lamson 6
San Leandro, Calif.			E. F. Hutchings 8	A. J. Silva (E) 2	A. E. Pelton 2
San Mateo, Calif.		C. E. Piatt 4	E. W. Foster 14	Charles A. Ginnever (E) 10	E. P. Wilsey 4
San Rafael, Calif.			E. W. Smith (E) 19	George Murray (E) 19	H. K. Brainerd 13
Santa Rosa, Calif.		John Hawkes 12	John Hawkes 12	McBride Smith (E) 8	
Sapulpa, Okla.		W. C. Kohlenberg 2		T. H. Stuart 4	
Saranac Lake, N. Y.			Wayne E. Timmerman		
Sault Ste. Marie, Mich.			S. G. Carlton 20	R. R. Reinhart 1	James A. McKenna 5
Sewickley, Pa.				W. G. Davis 20	John C. Hiteshew 13
Shawinigan Falls, Que.		E. Dumas 16		A. J. Meumir 21	Narcissi J. A. Vermette 7
Shawnee, Okla.		C. C. Porter 3		Cora M. Stevens 13	
Sherman, Tex.	W. Morgan Works 2		Roscoe Russell 5	L. S. Omohundro 3	W. Morgan Works 2
Sherrill, N. Y.	Mrs. Lefa C. Qua 3	L. W. Morrison 3			V. L. Allen*
South Charleston, Ohio				H. R. Conklin	Charles D. Sprague 10
South Pasadena, Calif.		Nettie A. Hewitt 13		Harvey Huntzinger (E) 3	Clerk & Manager
South Portland, Me.		Charles Owen 1	(Three councilmen)	Harry A. Brinkerhoff*	Harry A. Brinkerhoff*
Stambaugh, Mich.			Fridolph Johnson 1	Phillip A. Newberg 4	
Stamford, Tex.	Manager & Mayor	R. G. Bowdry 1	R. G. Bowdry 1	R. G. Bowdry 1	R. G. Bowdry 1
Staunton, Va.		C. V. Herndon 4	S. D. Holsinger (E) 11	H. E. Baylor (E)*	W. F. Day 10
Sterling, Kans.	Carl O. Johnson 5	Charles K. Cooke*		Walter Sledd 3	Carl O. Johnson 5
Stevens Point, Wis.			J. A. Peck 11	Eleanore Glodoshe 1	
Stoughton, Mass.			(Board of 3)	Frederick Vanston 11	Burton L. Winslow 12
Stratford, Conn.	W. H. Shea 3	W. H. Shea 10	John Ostberg 1	W. H. Shea 3	D. S. Sammis 2

TABLE IX-B.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Director of Finance	Chief Accounting Officer	City Assessor	City Treasurer	Purchasing Agent
Stuart, Fla.			J. Coventry 1		C. E. Schroeder 1
Sturgis, Mich.		S. F. Weatherwax 3	A. L. Hibbard 2	A. L. Hibbard 12	L. C. Waterstraut 2
Suffolk, Va.	Jack W. Nurney 2	Herbert C. January		George S. Swain 4	R. H. Brinkley
Sumter, S. C.				R. B. Jennings 9	S. K. Rowland 1
Sweetwater, Tex.	S. H. Bothwell 6			W. H. Whaley 3	S. H. Bothwell 6
Teaneck, N. J.			A. R. Raymond 2	R. J. Pearson 4	
Tecumseh, Okla.				J. D. Braly 1	Clyde McMahan*
Temiskaming, Que.			F. F. Wells	O. M. Sauve	
Temple, Tex.		W. B. Hoyle 2	W. B. Hoyle 2	W. B. Hoyle 2	
Terrell, Tex.		J. T. Riley 3	J. T. Riley 3		L. A. Markham 10
Thomasville, N. C.	R. M. Cooksey 11	B. H. Harris 15	(County)	B. H. Harris 15	R. M. Cooksey 11
Three Rivers, Mich.		J. H. Linsner 4	O. D. Avery 12	O. D. Avery 12	O. O. Johnson 3
Toccoa, Ga.			(Three each year)	Mary Beasley 1	E. P. Bridges 2
Towanda, Pa.			(One each ward)	Norman McCoy	
Tulare, Calif.		C. A. Paulden (E) 3	J. J. Mitchell 12	A. J. Menown (E) 7	W. M. Brown 3
Tulia, Tex.			J. H. Hamilton 2	J. H. Hamilton 2	
Two Rivers, Wis.			Peter Feuerstein 8	Joseph Doleysh 8	
Tyler, Tex.	Lee H. Powell 7	Lee H. Powell 7	S. A. Shelton 21	Guy V. McNallie 2	Guy V. McNallie 2
Upland, Calif.		E. C. Mehl (E) 12	(County)	O. E. Atwood (E) 16	R. G. Manley 4
Ventura, Calif.		Ruth Meilandt*c		Vern Spafford*	A. E. Stockburger*
Villisca, Iowa			C. O. Green (E) 15	J. L. Wheeler (E) 10	
Visalia, Calif.		G. T. Clotfelter 10c	J. F. Clark 12	L. C. Hyde 10	
Walters, Okla.				Andy Carver 3	Andy Carver 3
Warrenton, Va.			Sidney Shumate 10	Sidney Shumate 10	
Watervliet, N. Y.	Thomas A. Mahoney*	Katharine V. Moran 12	(Three councilmen)	Thomas A. Mahoney*	Edward S. Phalen 10
Waycross, Ga.		H. H. Burnet & Co. 15	(Board of 3)	Walter E. Lee 20	
Waynesboro, Pa.				W. B. Hunter 2	
Waynesboro, Va.		R. H. Canada 3	J. E. Drumheller 5	I. G. Vass 5	I. G. Vass 5
Webster City, Iowa			L. L. Lyle	G. E. Alexander	G. J. Long 19
Westerville, Ohio		J. C. Caris 8a			
West Liberty, Iowa		Charles J. Mackey 12	Charles Lamb 6	Ray Whitacre (E) 20	Charles J. Mackey 12
Westmount, Que.		A. W. D. Swan 2		A. F. Bell 22	
West Palm Beach, Fla.			S. G. Trownsell 8	Miss E. M. Templeton 8	
West Reading, Pa.	Frank E. Wert		Elmer E. Henne (E) 2	Paul M. Lenhart 5	
White Bear Lake, Minn.	William Holzheid 6	William Holzheid 6	Charles A. Haussner 6	C. O. Bonham (E) 1	William Holzheid 6
Williamsburg, Va.				B. I. Jensen (E) 2	A. L. Meisel 5
Wilmette, Ill.				Harry Miller (E) 10	C. M. Osborn 3
Wilson, N. C.				W. E. Warren 25	W. M. Wiggins

Winchester, Va. ..... P. P. Pilcher 3	P. P. Pilcher 3	Charles P. McVicar (E) 3	W. A. Baker (E) 4	P. P. Pilcher 3
Winfield, Kans.	H. H. Hanlen		G. L. Jarvis 11	W. J. Welfelt 29
Winnetka, Ill.	Esther Gustafson 12		Ralph M. Snyder 2	Earle Henderson 4
Winter Haven, Fla.		J. Trewilliger 8	J. Trewilliger 8	L. C. Bewsey*
Woodstock, N. B. ..... A. R. Turner (E) 2		A. L. Burpee 4	A. Gordon Bailey 1	A. Gordon Bailey 1
Woodward, Okla.			Mrs. Rose Murray 2	J. W. Suggett 2
Wytheville, Va.		R. W. Arthur 4	N. M. Poston 12	R. W. Arthur 4
Xenia, Ohio	H. A. Higgins 4[a]		W. B. Frover 4	
Yale, Okla.			C. L. Harbin 1	J. H. Bennington*
Yoakum, Tex. ..... C. C. Crutchfield 2	C. C. Crutchfield 2	H. C. McAmis 2	H. C. McAmis 2	C. C. Crutchfield 2

Table IX-C

DIRECTORY OF CITY OFFICIALS IN 332 COUNCIL-MANAGER CITIES UNDER 30,000

Name, length of service, and method of selecting city officials, as reported in January, 1934. Length of service in present position to nearest year is indicated by figure following the name. "E" indicates elected officials; others are appointed. An asterisk (*) indicates less than one year's service in present position.

City	Police Chief	City Engineer	Director of Public Works	Director of Public Welfare	Health Officer	Fire Chief
Albany, Ga.	C. Ray 5	C. Q. Wright 9			W. D. Martin	D. W. Brosnan 23
Albert Lea, Minn.	Ed. Jensen 5	R. L. Van Nocker*			D. S. Branham 5	Alex Larson 5
Alcoa, Tenn.	A. L. Lively 8	R. T. Hale 6			L. C. Olin 5	
Alexandria, Va.	John S. Arnold 2	E. C. Dunn 37		A. W. Boehringer	William L. Schafer 5	James M. Duncan, Jr., 10
Alhambra, Calif.	M. R. Spencer*	C. W. Paige*	D. W. Bird (E)*		S. J. Stewart	F. A. Bovet 14
Alliance, Nebr.	George Barnum		Earl D. Mallery 1	Earl D. Mallery 1	Lee Farmer 5	Ward Hall
Alma, Mich.	J. R. Campbell 10	J. D. Sullivan 6			B. J. Graham 2	K. R. Adams 10
Alpena, Mich.	Fred W. Stinson	Jos. W. McNeil			F. J. O'Donnell 1	R. E. Wilson
Ames, Iowa	W. J. Cure 15	John H. Ames 7			C. A. Aplin 7	L. R. Morris 10
Anoka, Minn.	John Melberg 3	Wayne Ridge 3			R. J. Spurzem 6	J. N. Peterson 10
Appalachia, Va.	Frank Still 2					Claude S. Frazier
Ardmore, Okla.	D. H. Dunn 3	S. P. Matthews 11			A. Y. Easterwood 15	Frank Jennings 15
Arkansas City, Kans.	C. A. Robison 7	D. A. Lawhe 13			O. E. Strodman 6	H. E. McCullough 3
Arvida, Que.	William Rimmer 6				A. E. Riddell 7	William Rimmer 6
Asbury Park, N. J.	Horace L. Byram 16		William P. Strickland	C. O. Davenport	B. H. Obert 20	William E. Taggart 11
Ashland, Ky.	C. F. Howard 4	C. D. O'Neill (E) 2			R. D. Higgins	Burras Hensley 20
Ashtabula, Ohio	A. J. Kane	C. R. Stanhope			J. H. Park	R. N. Mahan
Aspinwall, Pa.	R. K. Riddle 9	G. A. Sharo 6	H. C. Lea 9	H. C. Lea 9	R. K. Riddle 9	H. M. Wolfarth 12
Astoria, Ore.	J. K. Acton 5	G. T. McClean 2	H. M. McCallister 10		Nellie S. Vernon 18	C. E. Foster 27
Atchison, Kans.	W. C. Linville 13	E. E. Hellener 16			W. K. Fast 1	H. N. Sowers 22
Auburn, Me.	H. W. Rowe 16	F. W. Ford, Jr., 8	F. W. Ford, Jr., 8	G. A. Arnold 8	Enoch Leathers 4	G. E. Bancroft 5
Avalon, Calif.	E. R. Pollok	E. R. Pollock			J. L. Pomeroy	C. E. Sullivan
Avalon, Pa.	J. D. Parker					John Speer 2
Bakersfield, Calif.	R. B. Powers*	J. Holfelder 5			P. J. Cuneo 19	W. E. Van Meter 14
Bangor, Me.	T. I. Crowley 3	P. H. Glover 2	P. H. Glover 2	Mary L. Turpin 2	H. D. McNeil 15	W. S. Mason 19
Bartlesville, Okla.	L. W. Turner 7	J. E. McCormick 10			William J. Bishop 7	
Bartow, Fla.	J. J. Mizell		C. S. James 1	Vet L. Brown	C. R. Couch	Ellis Gibson
Beaufort, S. C.	J. T. Scott 7					H. T. Dauner

Bedford, Ohio	E. G. Carver 23	Arthur H. Wedge 2	Arthur H. Wedge 2	Arthur H. Wedge 2	F. W. Small 8
Bedford, Va.	E. W. Wingfield		V. H. Payne	T. P. West	Frank Saunders
Belfast, Me.	F. X. Pendleton 6	Harrie D. Eckler 4	Harrie D. Eckler 4	F. X. Pendleton 6	F. X. Pendleton 6
Belleville, Kans.	S. L. Amis 5				W. A. Dorman 1
Bellows Falls, Vt.	G. A. Tracy				Joseph Grignon
Beloit, Wis.	Daniel Torrisi 2	C. J. Popelka 2		R. S. Vivian*	Elmer Fairbert 2
Belton, Texas	M. T. Shepperd 3			A. E. Ballard 3	W. F. Hamner 15
Bend, Oregon	K. C. McCormick 2	C. G. Reiter 2		C. A. Fowler	Tom Carlon 14
Benton Harbor, Mich.	Charles Kocher 3		C. R. Wightman*	George S. Barnard 3	E. R. Taylor*	I. Clauser 20
Big Rapids, Mich.	Dan H. Vincent 15	Dan H. Vincent 15			J. L. Burkhart 5	Dan H. Vincent 20
Big Spring, Tex.	J. T. Thornton 3	B. J. McDaniel 1	E. V. Spence 3	E. V. Spence 3	M. H. Bennett 10	Harry Lees 6
Birmingham, Mich.	John P. Hackett 4	H. H. Corson 5	Fred Aldred 9		William L. Kemp 3	Verne Griffith 5
Blackstone, Va.	C. D. Weisiger 13		L. A. Wilson		Board	George O. Inge
Blairsville, Pa.	A. B. Watson 1	T. C. North 11	T. C. North 11	T. C. North 11	T. C. North 11	Paul Snyder 8
Bluefield, Virginia	G. W. Havens					J. R. Barrett
Bluefield, W. Va.	C. N. Wilson 4			D. B. Lepper 4		R. O. Carter 4
Borger, Tex.	C. W. Price 1			L. H. Martin*		G. C. Knight 4
Boulder, Colo.	R. C. Prater 6	H. C. McClintock 2		Rudolph Johnson 4	H. L. Morency 1	Emil A. Johnson 16
Bozeman, Mont.	M. E. Henderson*	L. M. Thorpe 13	G. O. Arnold 5	G. O. Arnold 5	A. D. Brewer 5	W. O. Matthews 6
Brenham, Tex.	O. N. Humphreys				R. A. Hassbearl	Ernest Hermann
Brewer, Me.	E. P. Bradbury 1			Annie L. Worth	A. E. Schriver 2	Irving Doyle
Bristol, Va.	J. E. Miller 4	W. H. Fawcett 6	J. F. McCrary 6	J. F. McCrary 6	George E. Wiley 8	O. L. Cross 12
Brownwood, Tex.	Bert Hise (E) 2				H. L. Locker 2	Rance Pettitt 6
Brunswick, Ga.	J. E. Register 14	F. J. Torras 4	F. J. Torras 4	F. J. Torras 4		J. H. Harrison 30
Bryan, Tex.	K. T. Tillis 2	V. J. Head 6	H. A. Burger 2		R. H. Harrison, Jr.*	Charles E. Griesser 6
Burbank, Calif.	Elmer H. Adams 2	H. I. Stites 5	H. I. Stites 5	Social Service Board	T. H. Ransom 5	H. M. Davis 18
Cadillac, Mich.	Dan E. Levin	Al Burridge 1	George Johnston 16	George Johnston 16	S. C. Moore 6	J. T. Maxwell
Camden, Me.	Harry Sylvester 1				James G. Hutchins 10	Alan Payson 5
Carlisle, Pa.	Harvey Kuhns*	George P. Searight 7			U. Grant Eppley 2	James N. Dysert 6
Cartersville, Ga.	L. V. Payne 3	John W. Dent 2			A. C. Shamlin 4	Ben L. Mills 12
Celina, Ohio	John Herstren					Arthur Gray
Chandler, Okla.	L. C. Green 7				C. W. Robertson 4	John Turner 2
Charlottesville, Va.	Maurice Greaver 5	S. L. Williamson 3	L. M. Humphreys	Dora Beck	E. L. McQuade 5	C. H. Page 1
Chatham, Ont., Can.	Findley Low 7	T. M. S. Kingston 6	A. L. Thompson 6	Mrs. W. A. Hadley 30	A. E. Northwood 2	Richard Pritchard 35
Chico, Calif.	C. E. Tovee 9	M. C. Polk 4			C. E. Tovee 13	C. E. Tovee 13
Clarinda, Iowa	O. A. Davison*	W. D. Toyne 7			F. H. Clark, Acting*	E. E. Radke 4
Clark, S. D.	W. J. Scidmore 1	J. D. Chance 2	Elmer Kirkeby 9		E. T. Ramsey 15	George H. Stewart 10
Clarksburg, W. Va.	R. Lester Fetty*	T. S. Lang 12	Lee M. Dolan*		J. E. Stephenson 3	S. R. Hoffman 23
Clearwater, Fla.	Paul Ficht*	H. S. Riddle 6	H. S. Riddle 6		Paul Ficht 4	Paul Ficht 4
Cleveland, Okla.	Joe Myer 2		G. H. Greiner		E. T. Robinson*	G. C. Jackson 3
Coalgate, Okla.	William Jones 15					Frank N. Burrs 17
Compton, Calif.	Thomas Potter*	H. W. Carpenter*				Ed. Dowd 10
Coral Gables, Fla.	D. E. Sox 3				R. Lefholz 3	D. E. Sox 3
Cornelia, Ga.	V. C. Philyaw					V. Crawford
Coronado, Calif.	Ivan J. Smith 3	Edwin A. Ingham 6			E. B. Porter 3	G. E. Zimmerman 8
Covington, Va.	M. M. Prosser 3					F. C. Jesser

TABLE IX-C.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Police Chief	City Engineer	Director of Public Works	Director of Public Welfare	Health Officer	Fire Chief
Crewe, Va.	E. A. Moore 12				W. R. Warriner	E. A. Moore 10
Crystal Falls, Mich.	R. J. Wilson 12				A. L. Haight 5	Joe Chesky 9
Culpeper, Va.	V. von Gemmingen 4	V. von Gemmingen 4			V. von Gemmingen 4	J. W. Swan
Cushing, Okla.	Floyd Stroup*	Neil W. Barde 4	Neil W. Barde 4		D. J. Herrington 7	Alvin Gelbhar 20
Daytona Beach, Fla.	J. B. Haney*	R. L. Jones*	R. D. Mills, Acting*		Simon Reed*	B. B. Hart 16
Decatur, Ga.	G. S. Swords 3	J. B. Carey*	J. B. Carey*	G. S. Swords 3	H. H. Allen 4	L. N. Morgan*
De Land, Fla.	George W. Stone 8		Grant Bly*		G. A. Davis 10	R. W. Morrison*
Devol, Okla.			J. W. Rubottom 4			
Dover, Del.	J. M. Silvey 4		L. D. Shank 6	L. D. Shank 6	H. C. Taylor 6	H. C. Hancock 4
Duncan, Okla.	Raymond Shary 1	Gus N. Harris 11			D. Long 8	H. E. Ray 10
Dunedin, Fla.	W. Lovett Douglas 6	W. Lovett Douglas 6	W. Lovett Douglas 6	W. Lovett Douglas 6	W. Lovett Douglas 6	G. Houghton 15
Durango, Colo.	Leo McCartney 1				H. A. Lingenfelter 8	Henry Dietrich 6
East Detroit, Mich.	Adolph H. Arens 4	Adolph H. Arens 4	Alex Schick, Acting 1	William Herpel 1	A. C. Cross*	August Zado 4
Eastland, Tex.	W. L. Mead 3				E. R. Townsend*	A. W. Hennessee 10
Eastman, Ga.	J. D. Higingbotham 5					R. C. Lewis 12
Edgewood, Pa.	John C. Dyer	E. O. Garrett 3	E. O. Garrett 3	E. O. Garrett 3	E. O. Garrett 3	John C. Dyer 6
Edgeworth, Pa.	David Grattan 25	H. F. Burkholder 11	H. F. Burkholder 11	H. F. Burkholder 11	David Grattan 25	W. K. McPherson 14
Edmond, Okla.	E. N. Kelley 8				S. N. Stone 15	C. J. Steen 4
El Dorado, Kans.	Charles Parton 1	F. E. Schide 3			T. A. Jackson 3	D. J. Rayburn 12
Elizabeth City, N. C.	L. R. Holmes 10				I. A. Ward 4	J. B. Flora 15
Elk City, Okla.	S. F. Flynn 1				E. S. Kilpatrick	E. F. Rickert 3
Ellwood City, Pa.	W. C. Morrison 6	Lowell W. Monroe 6	Lowell W. Monroe 6	C. Elizabeth Sowry 6	Lewis Young 8	H. T. Plante 8
El Reno, Okla.	T. C. Shacklett 3					C. G. McCain 25
Escanaba, Mich.	John J. Tolan 11	A. V. Aronson 6	A. V. Aronson 6	F. F. Davis 2	H. J. Defnet 11	Arvid Johnson 11
Excelsior Springs, Mo.	W. A. Payne 5	Bernard S. Alnutt 3			Y. D. Craven 2	Murl Woods 4
Farmville, Va.	E. D. Lipscomb				J. E. Evders	Noland Garland
Fernandina, Fla.	N. S. Hernandez*	Russell A. Smith 4			N. S. Hernandez*	H. J. Youngblood 3
Ferndale, Mich.	C. J. Barnett 1	Roy Goodspeed 4			Willard Beattie 3	Donald Post 2
Fillmore, Calif.	E. M. Hume 10	Edward M. Lynch 17			A. A. Maulhardt	T. H. Walsh 5
Follansbee, W. Va.	Lee Chambers (E) 15				C. R. Megahan 1	Rees Rees 9
Ft. Atkinson, Wis.		E. F. Klement			J. R. Venning	B. B. Beebe
Ft. Lauderdale, Fla.	A. G. Shand 2		R. M. Kerr*	R. M. Kerr*	J. K. Huey 8	John L. Cody 4
Ft. Meade, Fla.	C. W. Mills*					J. W. Daniels 6
Franklin, Va.	W. E. Darden 10	J. W. B. Thompson 6	S. P. Carr		(County)	T. R. Pierce (E)
Fredericksburg, Va.	S. B. Perry	C. C. Massey 3	J. S. Perry		R C. Beckham 12	J. Conway Chichester
Front Royal, Va.	E. C. Smith 28	L. B. Dutrow 4	L. B. Dutrow 4	L. B. Dutrow 4	L. F. Hansbrough 6	J. H. Shiner 14
Gainesville, Fla.	R. A. Berga	R. T. Hargrave			Dr. Lassiter	E. F. Beville 10
Gainesville, Ga.	J. D. Hopkins 1			Mrs. W. V. Lance 1	Charles Castleberry 1	J. W. Cain 1

Galax, Va. ..... Mack Lundy 3					L. M. Todd 3
Gallipolis, Ohio ..... John Fraley 4	A. R. Henke*	A. R. Henke*	A. R. Henke*	A. R. Henke	W. N. Wise 12
Gastonia, N. C. ..... J. C. Elliott 4		C. E. Rhyne 14	Mable Potts 6	Mc. G. Anders 6	George F. McLaughen 10
Gladstone, Mich. ..... Torval Kallerson 7	L. D. Goddard 11	A. R. Raddant 11	Willena Tracey 3	David Kee 11	Alfred Raddant 11
Glencoe, Ill. ..... W. F. Helke 1	Don E. Marsh 10	J. A. Williams 10	G. R. Young 7	W. E. Richburg 1	Edward Marshall (E) 1
Glenview, Ill. ..... J. V. Miller 6	Marr, Green, & Opper 4			H. Hamnett 2	Carl Ladendorf 4
Goldsboro, N. C. ..... E. J. Tew 15	G. E. Whitman*			G. C. Reeves*	Max Cohn 3
Goose Creek, Tex. ..... W. F. Harbuck 4				M. S. Alexander 4	N. J. King 4
Grandfield, Okla. ..... E. N. Wohlford 3					J. W. Hallmark 2
Grand Haven, Mich. ..... L. Dewitt 3	P. Kammeraad 2	H. J. Badcon 14	P. Kammeraad 2	Miss B. Pippel 1	E. Boomgaard 1
Grand Junction, Colo. ..... H. E. Decker 6	J. P. Soderstrum 4			E. H. Munro 12	C. L. Downing 3
Grand' Mere, Que. ..... C. Halleé 5	J. C. Beigue 5	J. A. Bernier 10	J. A. Bernier 10	E. Frenette 2	C. Halleé 5
Griffin, Ga. ..... J. S. Harper 3				W. C. Humphries 5	J. J. Powell 15
Gr. Pte. Shores, Mich.				B. H. Warren	O. C. Ingalsbe 15
Guthrie, Okla. ..... John Mahoney 3	LeRoy Crabbe 2			William C. Miller 4	Ed Nelson 8
		Lee Campbell*		L. Van D. Chandler 10	Frank Walsh 22
Hackensack, N. J. ..... Fred Ripperger 13		J. B. Sinclair, Jr. 11	J. B. Sinclair, Jr. 11	J. W. Hope 15	F. W. Darling 20
Hampton, Va. ..... H. S. Curtis 5	J B. Sinclair, Jr. 11			Henry F. Goeken*	Charles Donsen*
Hanover, Pa. ..... R. A. Wolford 6	C. A. Eckbert 6	F. C. Taylor 1		F. R. Miller 1	Homer Armstrong 1
Harbor Springs, Mich. ..... F. A. Corey 1	F. C. Taylor 1	Louis Groff 2	H. J. Tholen 3		Leo Rupp
Hays, Kansas ..... Alex Weltz 2	F. J. Haffamier 6				W. H. Womack 12
Heavener, Okla. ..... Charles Crawford 6				R. T. Hambrick 2	Donal E. Shuford 1
Hickory, N. C. ..... E. W. Lentz 7	H. K. Setzer 2	H. K. Setzer 2	Victoria Bell	J. B. Dinsmore 4	W. F. Tews
Hillsboro, Ore. ..... O. O. Freeman 9	George J. R. McGee			Claud M. Hirschey 22	Claud M. Hirschey 22
Hillsborough, Calif. ..... Claud M. Hirschey 22	George A. Kneese 9			A. C. Chandler 1	J. L. Lively 6
Hinton, W. Va. ..... D. L. Walthall*	J. E. Settle 6	G. E. Anderson 31	H. K. Nowlan 6	L. R. McGill 1	H. H. Clift 5
Hoisington, Kans. ..... L. E. Tindall 3				J. W. Shepard	A. M. Wittkamp 4
Hollywood, Fla. ..... A. M. Wittkamp 4				L. A. Sims 18	J. J. Cuddihy 12
Hopewell, Va. ..... A. S. J. Wheeler	L. A. Sims 18		Elizabeth Frye 2		
				C. M. Wray 2	M. M. Kickles 22
Iowa Falls, Iowa ..... John Jones 6				H. S. Allen 4	E. E. George 6
Ironton, Ohio ..... D. J. Callahan 6	F. E. Hardy, Jr., Asst. 2		A. R. N. Truelson 1	C. C. Urghart 2	I. Chounaird 8
Ironwood, Mich. ..... I. Chounaird 8	James Goudie	J. P. Lofberg 5			
		E. C. Johnston 14		W. H. Sory 15	Carlton Odom 2
Jacksonville, Tex. ..... F. M. Mills 17				F. B. Welch 15	C. J. Murphy 12
Janesville, Wis. ..... Charles Newman 12	Joseph Lustig 9				
				James Popa 5	Eugene Knowles 1
Keansburg, N. J. ..... Charles McGuire 6	C. B. Lohsen 6	C. B. Lohsen 6		H. A. Orvis 6	
Kenilworth, Ill. ..... W. C. Yackel 5	F. A. Windes			J. E. McDonald	C. W. Doyle
Kerrville, Tex. ..... E. Habecker	A. P. Hancock 1	A. P. Hancock 1		Dr. Nelson 5	
Kingsford, Mich. ..... E. S. Anderson 1	E. S. Anderson 1			F. L. Moore	Tom C. Warrick 16
Kingsport, Tenn. ..... C. G. Crawford 3	W. L. Webster 6	W. L. Webster 6	F. L. Cloud 11	F. E. Dargatz 3	Roy Hatfield 10
Kinsley, Kans. ..... C. H. Kirkbride 1				H. S. Geiger	Lloyd Fleming
Kissimmee, Fla. ..... Frank Millsap					
				J. H. Baker 2	David E. Krause 15
La Crosse, Kans. ..... R. J. Talbott 3	Jess C. Moser 8				

TABLE IX-C.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Police Chief	City Engineer	Director of Public Works	Director of Public Welfare	Health Officer	Fire Chief
La Grande, Ore.	P. J. Steffen 3	A. H. McLain 9				C. T. Lindsay 5
Lakeland, Fla.	Roy Huchingson*	Bruce Roquemore 5	John D. Freer 7	Mrs. M. F. Bishop 8	G. C. Overstreet 3	Guy Arendell 18
Largo, Fla.	Finley McMullen	W. A. McMullen	Finley McMullen	Finley McMullen	Finley McMullen	Finley McMullen
La Tuque, Que.	Arthur Tanguay 8				M. Comtois 6	Arthur Tanguay 8
Leesburg, Fla.	Frank Robertson 3				S. C. Wood	Ned Stevens 12
Lethbridge, Alberta	T. Nicholls 6	James Haines 5			Dr. Lafferty	W. Hardy 23
Longview, Tex.	Sid Henderson 23	E. Vogt 7	E. Vogt 7	B. N. Taylor 6	H. A. Ross 4	L. A. Mackey 17
Lubbock, Tex.	W. Metcalfe 2	M. R. Smith, Jr. 7			J. W. Rollo 8	W. E. Twitty 9
Lufkin, Tex.	R. C. Chancey 12	J. O. Booker 3			D. M. Childers 3	Harry Kerr 10
McAlester, Okla.	Tom J. Abbott 1				Charles M. Pearce 5	George Burke 1
McCracken, Kans.	Fred Webster 2					Ben Steinshouer 8
Madill, Okla.	John Glenn 2				J. H. Vaazey	Dick Perryman 1
Mamaroneck, N. Y.	Charles Stowell 9	C. A. Latimer 3	R. M. Robins 2		E. M. Clark 30	E. J. Mullaly 1
Manassas, Va.	J. A. Herring	William F. Cocke 5	William F. Cocke 5	William F. Cocke 5	Stewart McBryde	J. A. Vetter 1
Mangum, Okla.	Sam Rude (E) 3					Gene Sands 7
Manistee, Mich.	Frank Kruse 4				E. C. Hansen 3	William Hansen
Manistique, Mich.	John A. Peterson 8	Harry Eriksen 2			A. R. Tucker 8	C. E. Underwood 8
Mansfield, Mass.	Rufus Ring 1	Perry Hobbs 1	William L. Currivan 5	Harold H. Everett 6	Harrison A. Morse 10	Arthur Soper 5
Maquoketa, Iowa	F. C. Gregory 2	J. H. Curtis 3			John W. Jordan 2	Harry L. Fischer
Marianna, Ark.					O. L. Williamson 1	C. C. Mitchener 19
Marshall, Tex.	C. M. Ezell 6	W. C. Albright 6	W. C. Albright 6		W. H. Bennett*	Sam Lindsay 14
Marysville, Mich.	Edward C. Guck 3	Walter W. Gaskins 3			W. P. Derck 8	Edward C. Guck 3
Maryville, Mo.	Charles Viles 1	Dewey Scott 1				Lloyd Geist 5
Mason City, Iowa	E. P. Patton 1	C. H. Stevens 10			Dr. Franchere 1	D. H. Shire 7
Melbourne, Fla.	King Boggess 4	E. R. Helmrich 1	E. R. Helmrich 1		I. F. Bean 10	C. M. Beaujean 5
Mexia, Tex.	A. B. McKinzie 1	H. S. Bennett 3	H. F. Mace 3		J. S. Watson 5	J. C. Drury 3
Miami Beach, Fla.	R. T. Teaney 1	M. N. Lipp 8			Dr. Withers 3	J. S. Stephenson 13
Middleboro, Mass.	Alden C. Sisson 13		Paul F. Anderson 8	William G. Boynton 7	John T. Connor 5	George A. Philbrook 5
Middletown, Ohio	Henry Brinkmeyer	L. P. Diefenbach*	Earl Gebhart 20	Hiram Fullen	G. D. Lummis 20	Elmer Reed 15
Milford, Del.	D. R. Baker 4	W. T. Banning 25			S. M. D. Marshall 3	C. E. Banning 4
Milton, Pa.	M. C. Budd 5	C. C. Congdon 6	C. C. Congdon 6		M. C. Budd 10	Dale E. Ranck 6
Minot, N. D.	H. W. Garrison*	L. G. Wilhelm*	S. K. Svenkeson*		J. L. Devine*	J. J. O'Leary 7
Monroe, N. C.	Emsley Armfield 1					Emsley Armfield 1
Monterey, Calif.	Fred H. Moore 2	H. D. Severance 28	M. S. Perry 16		R. M. Fortier	W. E. Parker 44
Montrose, Colo.	Dan Quayle 4	H. R. Elliott 6	H. R. Elliott 6		Fred Schermerhorn 6	James Donnelly
Moore Haven, Fla.	B. Buxton	S. C. Stalls	S. C. Stalls	S. C. Stalls	J. F. Bishop	B. Buxton
Morgantown, W. Va.	C. W. Smith 12	Elmer W. Prince 8				John Hare 15
Morris, Minn.	John F. Smith 1				John Ederer 2	Max Trantow 29
Mt. Desert, Me.					M. J. Jordan 20	John Pedder 10
Mt. Pleasant, Iowa	Milton Campbell 6				Dr. Pitcher 10	Claude Taft 15
Mt. Pleasant, Mich.	W. K. Willman 10	W. K. Willman 10			Dr. Gibson 2	J. McCall 13

Murfreesboro, Tenn. ....W. T. McNabb 3	H. L. McCullough 5	S. S. Cox 7	S. S. Cox 7	J. B. Black 5	B. B. Quallo 8
Muskegon Heights, Mich. .Tony Joslyn 4	George F. Liddle*	George F. Liddle*	P. C. Marquand 3	O. M. La Core 7	Carl Holland 9
New London, Conn. ....William T. Babcock 1	George E. Watters 13	George E. Watters 13		B. N. Pennell 13	T. H. Shipman 7
Newport, Ky.	A. H. Root 8	A. H. Root 8		John Todd 8	Ed Miles 6
Newton, Kans. .....R. D. McGinnis 3	K. L. Brode 3	K. L. Brode 3		M. L. Deitrich 4	F. P. Moore 21
Niagara Falls, Ont. .....J. T. Dart 5	W. S. Orr 6	W. S. Orr 6	J. C. Lymbuerer 6	H. Logan 20	A. H. Baldry 10
Northampton, Pa. .....James A. Heistand 2	Hale A. Guss 2			Edgar A. Kern 1	Hale A. Guss 2
Norwood, Mass. .....William H. Sullivan 8	A. W. Thompson 7	J. E. Conley 6		Board	A. N. Earle 1
Nowata, Okla. .....J. C. Payne 4	C. T. Babb 15			J. P. Sudderth 6	John Bausman 2
Oak Park, Mich. .....Nelson G. Lyons*	Pate, Hamann & Hirn 5	Nelson G. Lyons*			Nelson G. Lyons*
Oakwood, Ohio .....L. M. Dissinger 10	L. M. Dissinger 10	L. M. Dissinger 10	L. M. Dissinger 10	H. W. Lautenschlager 3	L. M. Dissinger 10
Oberlin, Ohio .....Robert Parrish	L. A. Sears				C. R. Graham
Ocala, Fla. .....H. A. Fausett 4				H. F. Watt 5	S. W. Peck 6
Oregon City, Ore. .....C. A. Blodgett 3	J. R. Stafford 12			G. H. Strickland*	E. L. Surfus 4
Osborne, Pa. .....E. R. Gardner 5	H. F. Burkholder 10	H. F. Burkholder 10		Carl M. Rhoads 10	J. C. Doughty 6
Outremont, Que. .....Arthur Lefebvre 2	Emile Lacroix 10	Emile Lacroix 10	Emile Lacroix 10	H. S. Shaw 24	Walter Willis 2
Pacific Grove, Calif. ....S. T. Bashline 4	Erwin Dames 5	Erwin Dames 5		R. M. Fortier 4	Roy M. Wright 8
Painesville, Ohio .....P. J. Appleton 20	C. S. Fullerton 1			Clara Wilder 9	L. J. Elliott 8
Palatka, Fla. .....W. H. Minton 9					A. G. Philips 25
Palm Beach, Fla. .....Joseph Borman 23				A. D. Knowles 2	Elmer Schultz, Jr. 12
Pampa, Tex. .....John V. Andrews 1	C. L. Stine 5	C. L. Stine 5	Mrs. W. H. Davis 3	A. Cole 6	Clyde Gold 3
Panhandle, Tex. .....G. O. Pruitt 1	W. E. Wright 6			O. York	J. H. Byrd 6
Pawhuska, Okla. .....L. R. Mitchell 7	J. M. Buckley 12			Layton R. Mitchell 3	S. F. Childers 9
Petersburg, Va. .....W. W. Jefferson 13	W. D. Cushman 2		H. A. Yancey 2	Mason Romaine 3	W. T. Miller 13
Petoskey, Mich. .....Patrick Sullivan 1	Peter T. Mitchell 10				James Black
Phoenixville, Pa. .....C. M. Mower 1	Norman G. Young 4	Norman G. Young 4		Russel Deery 4	Harry Walker 1
Piqua, Ohio .....Frank Gehle 29	Albert Schroeder 17	J. M. Montgomery 4	L. G. Whitney 4	L. G. Whitney 4	P. J. Canfield 24
Pittsburg, Calif. .....Charles Scudero 10	George T. Oliver 4			H. E. Peters 12	Charles Scudero 22
Plant City, Fla. .....J. A. Abbott 1	H. B. Andrews 12			J. C. Knight 20	J. A. Abbott 1
Pleasant Ridge, Mich. ...Ashton J. Berst 8	Ashton J. Berst 8	Ashton J. Berst 8	Ashton J. Berst 8	A. J. Seaborn 4	
Plymouth, Mich. .....V. R. Smith 3	H. F. Hamill 5	William A. Reddeman 10	L. P. Cookingham 3	A. E. Patterson	Fred Wagenschutz 16
Polk City, Fla. .....G. C. Lanier 5	G. C. Lanier 1				
Porterville, Calif. .....H. L. Martin 1	Dan P. Kinney 1	Dan P. Kinney 1	D. G. Spellman 1	P. S. Barber 4	R. Gardner 10
Portland, Mich. .....Jay Clark 1	Frank L. Jenkins 17			John D. Bradfield 10	Sumner H. Hixson 40
Presque Isle, Me. .....E. E. Lyons 14	Frank T. Adams 1	Frank T. Adams 1	Frank T. Adams 1	E. E. Lyons 10	F. E. McGlauflin 3
Quincy, Fla. .....C. E. Collins				C. E. Collins	Steve Edwards 8
Quitman, Ga. .....G. A. Clanton					J. M. Ostricher
Radford, Va. .....C. H. Howell 20					C. H. Howell 20
Rapid City, S. D. .....Tom Slattery 3				F. J. Austin 4	George Scheidt 6
Redwood City, Calif. ....C. L. Collins 12	C. L. Simmitt 10			I. C. Drathman 6	M. E. Ryan 15
Reidsville, N. C. .....J. W. Choney*				S. G. Jett	H. W. White 1

TABLE IX-C.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Police Chief	City Engineer	Director of Public Works	Director of Public Welfare	Health Officer	Fire Chief
Rhinelander, Wis.	Maurice Straub 21		Lee Volk 7		Dr. Packard*	Henry Hanson 5
Richmond, Calif.	L. E. Jones*	E. A. Hoffman 9			C. R. Blake 24	W. P. Cooper 10
Riverside, Ill.	C. C. Neuschafer 6	George G. Opper 8			S. S. Fuller 3	Ace Dearborn 8
Rocky Mount, N. C.	O. P. Hedgepeth 25	C. E. Exum 5	A. S. Lyon 5		Roy Norton 3	J. R. Sorsby 6
Rome, Ga.	H. B. Gordon 1	O. M. Lanham 1	T. E. Booz 1	O. M. Lanham 1	C. J. Miller 1	C. B. Bradford 1
Roswell, N. Mex.	Frank Young	Lea Rowland 14				Rue Chrisman 10
Royal Oak, Mich.	A. Reynolds, Acting 10	E. J. Giffels 7	E. J. Giffels 7	E. M. Shafter 2	R. M. Vincent 10	Charles Henning 13
St. Augustine, Fla.	W. M. Manucy				H. E. White	H. Manucy
St. Johns, Mich.		T. H. Townsend 15	T. H. Townsend 15		G. H. Frace 13	Ray Kentfield 1
St. Johnsbury, Vt.	John Finley 20				R. H. Burke (E) 2	John McGill 6
St. Joseph, Mich.	B. F. Phairas 3	H. G. Crow 5	D. E. Bicknell 7	H. G. Crow 5	P. G. Hanna 4	W. H. Mitchell 6
St. Lambert, Que.	W. David	M. J. Rutledge 7	M. J. Rutledge 7	M. J. Rutledge 7	Dr. Levert*	W. David
St. Marys, Kans.	Joe Hamilton 2					F. A. Sipes 5
St. Marys, W. Va.	B. E. Crunblige 4				C. L. Barron 4	Kenneth Russell 2
Salem, Virginia	W. A. Vest 11	W. S. Russell 3	C. A. Johnston 11		C. Kolmer 11	L. A. Ballard 2
Salina, Kans.	D. K. Fitch 8	H. N. Lamme 3	Leland Srack 3		L. L. Shoemaker 7	Ben Wolbert 10
Sallisaw, Okla.	Bert Cotton 5					Otis Romans 2
San Angelo, Tex.	Sam Haynes 4	J. P. Burden 7			B. I. Brown 1	John Parker 30
Sandusky, Ohio	C. A. Weingates 35	J. M. Eakin 12			F. M. Houghtaling 12	John F. Curtis 15
Sanford, Fla.	R. G. Williams 12	Fred T. Williams 20	James Moughton 12	Mrs. Helen Morse	J. N. Tolar 5	M. N. Cleveland 10
San Leandro, Calif.	J. F. Piralla 16	J. C. Thayer 2			J. C. Duke 6	L. R. Martin 1
San Mateo, Calif.	T. F. Burke 16	E. P. Wilsey 4			James A. Warburton*	Hugh F. Morris 13
San Rafael, Calif.	William S. Nock*	H. K. Brainerd 13			H. M. Beck 5	Walter Castro 1
Santa Rosa, Calif.	Charles B. O'Neill 6	A. P. Noyes 5			E. J. Helgren 11	William Muenter 5
Sapulpa, Okla.	Tom Brumley 8				J. M. Matinlee 4	W. M. Collier 16
Saranac Lake, N. Y.	John Tierney 1	Wayne E. Timmerman				Leon R. Moody 2
Saulte Ste. Marie, Mich.	M. Mitchell*	Ralph E. Speer 10		Ethleen Rowe 12	E. A. Cornell 5	F. F. Trombley 12
Sewickley, Pa.	Roy F. Barclay*	John C. Hiteshew 13	John C. Hiteshew 13	R. D. Ritchey 2	S. Y. McFarland 13	J. C. Doughty 5
Shawinigan Falls, Que.	J. N. Longral 19	A. E. Delisle 9	G. Dumoulin 12			J. N. Longral 19
Shawnee, Okla.	F. A. Budd 4	E. F. Edge			Leroy J. Neal*	W. W. Wicker 14
Sherman, Tex.	H. G. Thompson 2	A. A. McMillan 2	W. Morgan Works 2	W. Morgan Works 2	C. D. Strother 6	J. M. Andrews 16
Sherrill, N. Y.	Fred J. Murphy	James W. Raynsford	Fred J. Murphy		S. L. Taylor 17	Albert Egan (E)
South Charleston, Ohio	Charles D. Sprague 10		Charles D. Sprague 10			
South Pasadena, Calif.	Frank B. Higgins 16	Frank Clough 8			Edward J. Johnston 6	John F. Smith 15
South Portland, Me.	Charles O. Spear, Jr.	Albert W. Waterman			Waldo T. Skillin	Charles O. Spear, Jr.
Stambaugh, Mich.	John Chard 10	William H. Looney 2			Fred C. Vilas 4	John Chard 10
Stamford, Tex.	G. G. Flournoy (E) 12		R. G. Bowdry 1	R. G. Bowdry 1	N. H. Bickley 6	R. K. Rowland 10
Staunton, Va.	W. P. Davis 24	W. F. Day 10	W. L. Hall 10	Elizabeth Brooke 1	J. F. Fulton 11	E. H. Dabney 6
Sterling, Kans.	L. H. Lanham 10				J. M. Little	Robert Wyatt 2
Stevens Point, Wis.	Leo Frymark 7	M. D. Jackson 4			F. A. Kremes 6	F. F. Kirsling 1
Stoughton, Mass.	Peter J. McGarvey 8	Burton L. Winslow 12	Burton L. Winslow 12	Burton L. Winslow 12	Joseph Golden 18	Fred Pye 1

Stratford, Conn. ..... William B. Nichols 15	Walter Dunbar 2	Daniel McLeod 5	MacLaren Stevenson 5	DeRyter Howland 10	Allen D. Judson 25
Stuart, Fla. ..... L. E. Eurit 1			C. E. Schroeder 1	L. E. Eurit 1	R. L. Bell 1
Sturgis, Mich. ..... A. I. Dillivan 5	L. C. Waterstraut 2		M. J. Bostetter	C. G. Miller 2	Carl Schuler 2
Suffolk, Va. ..... H. W. Churn 4	James C. Causey		T. J. Eley	C. H. Dawson	James H. Bangley
Sumter, S. C. ..... A. D. Owens 2				G. R. Kitchen 1	R. E. Wilder 15
Sweetwater, Tex. ..... N. B. Hall 3	S. H. Bothwell 2	Roy Duckett 6		(County)	A. C. Forgay, Acting*
Teaneck, N. J. ..... C. J. Harte	Paul A. Volcker 4	C. Wild 4		William F. Reynolds	F. Murray 2
Tecumseh, Okla. ..... W. L. Weaver 1		Clyde McMahan		W. F. Mathews 3	Tom Copeland
Temiskaming, Que. ..... H. A. Leblanc 10					H. A. Leblanc 10
Temple, Tex. ..... Sam J. Hall 4				R. R. Curtis 2	Geo. Hoherd 10
Terrell, Tex. ..... M. L. Sullivan (E) 2		L. A. Markham 10		John W. Neeley 10	Joe M. LaRoe 28
Thomasville, N. C. ..... F. C. Smith 10	R. M. Cooksey 11	R. M. Cooksey 11		(County)	R. L. Tomlinson 10
Three Rivers, Mich. ..... J. R. Hyatt 3		O. O. Johnson 3	Jean Lewis*	J. H. Odell 4	Fred Beerstecher 10
Toccoa, Georgia ..... W. H. Scott 20	Fred May 4	E. C. Shaw 2		W. H. Scott 20	S. R. Davis 10
Towanda, Pa. ..... Arthur P. Watson 20	William Rinebold			Arthur P. Watson 20	Charles Dixon
Tulare, Calif. ..... Samuel T. Locke*	W. M. Brown 3			E. R. Zumwalt 4	R. E. Rounsaville 12
Tulia, Tex. ..... J. H. Hamilton 2	Joe G. Asbury 2			C. W. McFarling 2	H. E. White 2
Two Rivers, Wis. ..... John Rebman 1	Jack D. Markham 1			A. P. Zlatnik 7	A. J. Rahn 8
Tyler, Tex. ..... J. J. Ray 5	J. P. Ferrill 9	J. P. Ferrill 9		A. Woldert 17	M. P. Burns 12
Upland, Calif. ..... J. F. Sawyer 22	R. G. Manley 13	R. G. Manley 13		J. B. Craig 2	
Ventura, Calif. ..... Bill Neil*	Don McMillan*			J. A. DeSerpa*	Bert Johnston*
Villisca, Iowa ..... Frank Butler 5	Edw. E. Jenkins, Acting			Dr. Rumbaugh 3	Judd Means 1
Visalia, Calif. ..... B. H. Hudson*	N. A. Huth*			A. W. Preston 11	H. G. Williams 13
Walters, Okla. ..... D. W. Wade 7					J. A. Ballard 3
Warrenton, Virginia .... S. S. Hall 4					William G. Bartenstein
Watervliet, N. Y. ..... Maurice J. Kennan 2	Vincent Lamb 2	Frank T. Mahar 2	Katherine V. Moran 12	C. A. Birmingham 10	James J. Corbett 10
Waycross, Ga. ..... E. L. Davis 1		J. L. Youmans 10		(County)	H. C. Thackston 15
Waynesboro, Pa. ..... S. W. Staley 2	Charles Sheaffer 8			P. H. Snowberger 12	Charles E. Shoemaker*
Waynesboro, Va. ..... S. B. Shumate 30	W. B. Gallaher, Jr. 5		Elizabeth Brooke 1	H. M. Wallace 1	J. G. Rusmiselle 10
Webster City, Iowa ..... J. L. Silver	G. J. Long			T. F. Desmond	W. H. Frazier
Westerville, Ohio ..... E. Tedrow 8					W. R. Schick 4
West Liberty, Iowa ..... Paul Anderson 2				J. E. Kimball 16	W. E. Fogg 6
Westmount, Que. ..... William Wren 11	P. G. Delgado 3			F. M. A. McNaughton 3	William Wren 11
West Palm Beach, Fla. .. R. W. Milburn (E) 2	George L. Brockway 3	D. D. Howard 8		W. E. Van Landingham 6	A. P. Sadler 20
West Reading, Pa. ..... Ivens W. Lotz 5	D. C. Wagner 7	Paul B. Wertz		William Blankenbiller 8	John Gring
White Bear Lake, Minn... William Holzheid 6	William Holzheid 6	William Holzheid 6	William Holzheid 6	Dr. McClanahan	F. F. Campbell
Williamsburg, Va. ..... A. L. Meisel 5	A. L. Meisel 5	A. L. Meisel 5	A. L. Meisel 5		R. W. Holmes 10
Wilmette, Ill. ..... Henry Brautigam 10	B. H. Platt 3	C. C. Schultz 10		Martin Seifert 2	Walter Zibble 18
Wilson, N. C. ..... J. R. Gurley 10	J. D. Blount 4		Mrs. Jeanette Gauiger 8	Wade H. Anderson 3	V. C. Martin 1
Winchester, Va. ..... C. W. Hollis 4	P. P. Pilcher 3	P. P. Pilcher 3	Margaret Hurst 1	L. M. Allen	C. Lee Barr 6
Winfield, Kans. ..... W. C. Tucker 2	H. P. Haynes 13			C. M. Swartz 13	Ed Hamm 20
Winnetka, Ill. ..... W. M. Peterson 20	Frank Windes 25			H. A. Orvis 7	G. M. Houren 15

TABLE IX-C.—DIRECTORY OF CITY OFFICIALS IN MANAGER CITIES UNDER 30,000—Continued

City	Police Chief	City Engineer	Director of Public Works	Director of Public Welfare	Health Officer	Fire Chief
Winter Haven, Fla.	A. Barksdale 7	L. C. Bewsey*	L. C. Bewsey*	L. C. Bewsey*	L. J. Lynch 8	F. Pfaender 8
Woodstock, N. B.	B. L. Schriver 1		D. H. Hay (E) 2	G. B. True (E) 2	Owen Kelly	H. W. Cowan 2
Woodward, Okla.	Hank Bowers 1				W. J. Price 2	C. H. Parks 1
Wytheville, Va.	Stuart Suthers 12	R. W. Arthur 4	R. W. Arthur 4	R. W. Arthur 4	E. M. Chitwood 6	Frank Moore 2
Xenia, Ohio	O. H. Cornwell 4				A. D. DeHaven	Herman Fisher 4
Yale, Okla.	E. R. Byrum 30				W. C. Mitchell 3	C. A. Ford 10
Yoakum, Tex.	G. G. Pruitt 2		C. C. Crutchfield 2		E. H. Marek 8	Charles B. Kaiser 2

The City Manager Profession and Directory*

FIFTY-SIX of the eighty city managers appointed in 1933 had served in some public office prior to appointment as city manager. Of the eighty city managers appointed, forty-four came directly from public positions, twenty-five came from business and the professions, and eleven from private engineering. Of the forty-four who came directly from public positions, eleven at the time of appointment were engaged in public engineering work, chiefly as city engineer or with state highway departments; seven were directors of city-owned public utilities; seven were mayors or councilmen; four were city clerks; three were city managers in other cities; three were city auditors; two were city assessors; and one came from each of the posi-

TABLE I

COMPARISON OF CITY MANAGER APPOINTMENTS OVER A FIVE-YEAR PERIOD

	1929	1930	1931	1932	1933
Promotions from administrative staff within city	64†	25	31	30	24
Promotions from administrative positions from outside the city		10	13	14	9
Entering from non-governmental positions		23	22	31	36
Promotions from one city to another	16	17	18	8	3
Former managers receiving appointments	8	7	11	5	8
Total appointments	88	82	95	88	80
Number of out-of-town appointments	50	36	39	25	15
Per cent out-of-town to total	57	44	41	28	19

† Data on the occupations of these 64 men were not available.

tions of city treasurer, accounting officer, director of public works, chief of police, and superintendent of buildings. In addition, two managers came directly from bureaus of governmental research which may be considered a quasi-public position. Of the twenty-five city managers who came from business and the professions, thirteen at the time of appointment were holding managerial or executive positions in some business enterprise, two were bankers, and ten were holding various other positions.

* For more complete data on the manager profession, see Clarence E. Ridley and Orin F. Nolting, *The City Manager Profession*. Chicago, The University of Chicago Press, 1934. See also Orin F. Nolting "Council-Manager Government" page 90 this YEAR BOOK.

The private engineering group was composed chiefly of construction, railway, and consulting engineers.

Of the eighty city manager appointments in 1933, sixty-nine were from outside the profession; three were promotions from one city to another; and eight were former city managers. Only fifteen or 19 per cent of the eighty appointments were out-of-town men as compared to 28 per cent in 1932, 41 per cent in 1931, 44 per cent in 1930, and 57 per cent in 1929. The appointment of outside men for the period 1912 to 1926 inclusive averaged 46 per cent of the total number of appointments. Of the seventy-nine cities and counties in which the council-manager plan was made effective some time during the years 1929 to 1933 inclusive, fifty-eight or 73 per cent appointed out-of-town men, generally experienced city managers, as their first managers.

The three city managers promoted from one city to another during the

TABLE 2

COMPARISON OVER A FIVE-YEAR PERIOD OF NUMBER OF CITIES SERVED BY MANAGERS IN SERVICE AS OF DECEMBER 31

Number of Cities Served	No. of Managers in Service December 31 [1]				
	1929	1930	1931	1932	1933
One	330	326	324	345	362
Two	53	53	53	54	56
Three	12	14	15	16	17
Four	2	4	3	3	2
Five	2	2	4	3	2
Six	2	2	2	2	0
Seven	...	...	1	1	1
	401	401	402	424	440

[1] The total number of managers in service at the end of each year does not represent the total number of manager cities, as there are always some vacant positions. For example, at the end of 1933 there were 442 council-manager cities and six counties, but the manager positions in seven cities and one county were vacant or had not been filled because the plan had not yet gone into effect.

year made a total of 217 promotions in the city manager profession since 1908, the year the plan was first adopted. Sixty-two promotions of city managers from one city to another occurred in the five-year period 1929 to 1933. There were 151 city manager promotions during the decade 1919 to 1928 inclusive. Promotions from one city to another and the appointment of former managers to new positions are reflected in Table 2 which shows that at the end of 1933 seventy-eight managers were serving in their second, third, fourth, fifth, or seventh cities, as compared with seventy-nine in 1932, and seventy-eight in 1931.

Length of Service

The average length of service of the 440 city managers holding office at the end of 1933 was five years and eight months, including all cities served. This represents an increase of two years and four months over the average length of service of managers holding office at the end of 1925 (Table 3).

Table 3

Average Length of Service of City Managers Including All Cities Served

End of Year	Average for All City Managers in the Service
1915	1 year, 7 months
1920	2 years, 15 days
1925	3 years, 4 months
1930	4 years, 11 months
1933	5 years, 8 months

Of these 440 city managers, 103 or 23.4 per cent have served less than two years; 169 or 38.4 per cent, from two to five years; and 168 or 38.2 per cent have served six years or more, including all cities served. Seventy-seven managers, or 17.5 per cent have held office as city manager for ten years or more (Table 4). A comparison with previous periods shows

Table 4

Length of Service of Managers Including All Cities Served as of December 31

Completed Service in Years	Number of Managers in Service				
	1929	1930	1931	1932	1933
Less than 1	46	35	50	50	52
1	63	64	46	65	51
2	44	56	48	36	61
3	38	42	44	40	37
4	53	36	35	40	35
5	26	37	31	27	36
6	36	24	35	26	26
7	20	28	22	35	21
8	25	19	22	14	31
9	14	12	11	25	13
10	11	16	12	14	21
11	13	8	12	10	14
12	6	13	9	10	10
13	3	4	12	12	10
14	1	4	8	8	7
15 and over	2	3	5	12	15
	401	401	402	424	440

that the percentage of city managers with a total service of three years or more increased from 20 per cent in 1920, to 48 per cent in 1925, and to 63 per cent in 1933. The average tenure of service including all cities served for the seventy-two men who left city manager positions in 1933 was four years and eleven months at the time of leaving the service. The average length of service of the 440 city managers in the cities they were serving (not including other cities served) at the end of 1933 was four years and nine months, as compared with an average of four years and two and one-half months at the end of 1931, and two years and ten months at the end of 1925.

Salaries of City Managers

The salaries of city managers at the end of 1933 ranged from $600 to $20,400. Table 5 shows the average salaries, by population groups, of the 337 city managers whose salaries were known, as compared to the average salaries in 1930 and 1933.

Table 5

Comparative Average Salaries by Population Groups of City Managers Whose Salaries Were Known as of January 1

(Figures in parentheses indicate number of managers reporting)

Population Group	Average Salary Jan. 1, 1930	Average Salary Jan. 1, 1933	Average Salary Jan. 1, 1934	Per Cent Reduction from 1930
Under 5,000	$ 2,813 (68)	$ 2,648 (82)	$ 2,329 (91)	17
5,000 to 10,000	4,069 (72)	3,638 (83)	3,091 (81)	24
10,000 to 20,000	4,803 (63)	4,137 (63)	3,780 (72)	21
20,000 to 30,000	5,681 (22)	5,494 (19)	4,421 (25)	22
30,000 to 50,000	7,381 (22)	6,618 (18)	5,865 (24)	21
50,000 to 100,000	8,215 (19)	7,052 (23)	5,979 (29)	27
100,000 to 200,000	10,360 (10)	7,409 (11)	6,361 (11)	39
200,000 and over	17,400 (4)	14,118 (6)	12,134 (6)	30

The average percentage reduction in salaries for all managers whose salaries were known on January 1, 1934, was 23.4 per cent as compared to salaries paid in 1930. As indicated in Table 5 this reduction does not take into consideration the same number of cities nor does it imply that individual salaries were reduced that amount because in many instances the city manager of a given city on January 1, 1934, is not the same manager who held that position on January 1, 1930.

Separations from the Service

During the year, seventy-one city managers resigned or were removed by the council, and one died, making a total of seventy-two separations

or a turn-over in the profession of 16.4 per cent, as compared with 14.6 per cent in 1932, 16.2 per cent in 1931, and 13 per cent in 1930. Dismissals or forced resignations accounted for approximately one-half the separations. Eighty-three of the 134 managers who left manager positions in 1932 and 1933 reported the cause of their resignations or ousters to the secretariat of the International City Managers' Association. Thirty-two assigned the cause to a change in the personnel of the council; nine were ousted because the council wished to exercise control over administrative affairs and dictate appointments; six lost positions when the position of city manager was consolidated with the position of city engineer or clerk; eleven resigned because of interference of the council with appointments or with administration; eight resigned to enter private business or retire; eight resigned because of ill health; five resigned to accept appointment to another public office; two resigned to run for election to public office; three lost positions when the city manager ordinance was rescinded by the council; and one manager resigned because he was made an issue in the council election.

Of the seventy-two men who left city manager positions during 1933, one died, fifteen received appointments to federal positions, fifteen were appointed to other public or semi-public positions, and the remainder either secured private employment or did not report their employment.

Table X

DIRECTORY OF APPROVED COUNCIL-MANAGER CITIES, AND CITY MANAGERS

442 Cities and 6 Counties as of April 1, 1934

The figure following the city indicates the number of city managers to date and in the column headed "Plan" the letter "C" indicates adoption of the plan by charter, "O" by ordinance. (M) after the manager's name indicates Member and (Assoc. M) Associate Member in the International City Managers' Association; the figure indicates he has served more than one city.

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
ARIZONA					
Phoenix (13)	48,118	C	1914	W. C. Lefebvre	1934
Tucson (3)	32,506	C	1930	R. E. Butler (Assoc. M)	1931
ARKANSAS					
Marianna (1)	4,314	O	1925	C. C. Mitchener	1926
CALIFORNIA					
Alameda (4)	35,033	C	1917	Ralph M. Bryant (Assoc. M)	1932
Alhambra (7)	29,472	C	1916	L. D. White	1933
Avalon (3)	1,897	O	1919	E. R. Pollok (Assoc. M)	1931
Bakersfield (7)	26,015	C	1915	Fred W. Nighbert	1933
Berkeley (2)	82,109	C	1923	Hollis R. Thompson (M)	1930

CALIFORNIA (Continued)

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
Burbank (3)	16,662	C	1927	H. I. Stites, Acting	1933
Chico (2)	7,961	C	1923	Harry H. Hume (M)	1929
Compton (5)	12,516	C	1925	W. A. Pearson	1933
Coronado (4)	5,425	O	1920	Edwin A. Ingham (M)	1928
Fillmore (1)	2,893	O	1918	Clarence Arrasmith	1918
Glendale (6)	62,736	C	1914	William V. Anderson (Assoc. M)	1933
Hillsborough (1)	1,891	C	1928	John C. Nowell (M)	1928
Long Beach (8)	142,032	C	1921	James H. Bonner (Assoc. M)	1933
Monterey (1)	9,141	C	1925	R. M. Dorton (M) 2	1925
Oakland (2)	284,063	C	1931	John F. Hassler (Assoc. M)	1933
Pacific Grove (2)	5,558	C	1927	Erwin Dames (M)	1929
Pasadena (4)	76,086	C	1921	C. W. Koiner (M) 2	1933
Pittsburg (3)	9,610	O	1919	George T. Oliver (Assoc. M)	1930
Porterville (3)	5,303	C	1927	F. M. Pfrimmer	1934
Redwood City (1)	8,962	C	1929	E. A. Rolison (M) 3	1929
Richmond (1)	20,093	O	1920	J. A. McVittie (M)	1920
Sacramento (4)	93,750	C	1921	James S. Dean (M)	1930
Sacramento County (1)	141,999	C	1933	Charles W. Deterding, Jr	1933
San Diego (3)	147,995	C	1932	Fred M. Lockwood (Assoc. M) 3	1933
San Jose (3)	57,651	C	1916	C. B. Goodwin (M)	1920
San Leandro (2)	11,455	C	1928	Allen E. Pelton	1932
San Mateo (3)	13,444	C	1923	E. P. Wilsey (M)	1930
San Mateo County (1)	77,405	C	1933	Walter T. Kellogg	1933
San Rafael (2)	8,022	O	1915	H. K. Brainerd (M)	1921
Santa Rosa (4)	10,636	C	1923	Fred Steiner	1933
So. Pasadena (3)	13,730	O	1920	O. S. Roen 2	1927
Stockton (2)	47,963	C	1923	Walter B. Hogan (M)	1928
Tulare (4)	6,207	C	1923	W. M. Brown (Assoc. M)	1931
Upland (1)	4,713	O	1930	R. G. Manley (M)	1930
Ventura (1)	11,603	C	1933	A. E. Stockburger (M) 3	1933
Visalia (2)	7,263	C	1923	J. J. Philippe	1933
COLORADO					
Boulder (5)	11,223	C	1918	Harold C. McClintock (Assoc. M)	1932
Colo. Springs (2)	33,237	C	1921	E. L. Mosley (M)	1930
Durango (3)	5,400	C	1915	W. H. Wigglesworth 2	1929
Grand Junction (3)	10,247	C	1922	J. P. Soderstrum (M) 2	1930
Montrose (7)	3,566	C	1914	H. R. Elliott (M)	1928
CONNECTICUT					
New London (2)	29,640	C	1921	William A. Holt (M)	1923
Stratford (3)	19,212	C	1921	Donald S. Sammis (M)	1932
DELAWARE					
Dover (1)	4,800	C	1929	L. D. Shank (M)	1929
Milford (1)	3,719	C	1932	Charles E. Banning (Assoc. M)	1932
FLORIDA					
Bartow (5)	5,269	C	1922	C. S. James	1933
Clearwater (3)	7,607	C	1923	H. S. Riddle (M)	1928
Coral Gables (3)	5,697	C	1925	E. M. Williams (Assoc. M)	1931
Daytona Beach (9)	16,598	C	1922	M. S. Couch 2	1934
DeLand (2)	5,246	C	1926	Grant Bly (Assoc. M)	1933
Dunedin (2)	1,435	C	1926	W. Lovett Douglas	1928
Fernandina (3)	3,023	C	1923	Russell A. Smith	1929
Ft. Lauderdale (6)	8,666	C	1925	Robert M. Kerr (Assoc. M)	1933
Ft. Meade (6)	1,981	C	1925	Wilma D. Murdaugh	1934
Ft. Pierce (8)	4,803	C	1923	E. G. Gustafson	1933
Gainesville (2)	10,465	C	1921	W. A. Ford 2	1926
Haines City (3)	3,037	C	1925	John M. Brawley	1932
Hollywood (10)	2,869	C	1926	M. S. Worland	1933

FLORIDA (Continued)

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
Kissimmee (4)	3,163	C	1923	Edward Newton	1928
Lakeland (5)	18,554	C	1914	Charles Larsen (M)	1931
Largo (9)	1,429	C	1913	Finley McMullen	1930
Leesburg (2)	4,113	C	1923	O. Raymond Skiles (Assoc. M)	1931
Melbourne (5)	2,677	C	1926	C. R. Stickel, Acting	1934
Miami (5)	110,637	C	1921	L. L. Lee (Assoc. M)	1931
Miami Beach (2)	6,494	O	1923	Claude A. Renshaw (M)	1925
Moore Haven (4)	612	C	1925	J. R. Dowd	1933
New Smyrna (6)	4,149	C	1921	W. W. Gunn	1932
Ocala (8)	7,281	C	1918	H. C. Jones	1932
Palatka (3)	6,500	C	1924	R. M. Ingram, Jr	1929
Palm Beach (1)	1,707	C	1922	L. Trevette Lockwood (M)	1922
Pensacola (1)	31,579	C	1931	George J. Roark (M) 2	1931
Plant City (5)	6,800	C	1927	G. H. Bates	1934
Polk City (6)	222	C	1925	W. T. Bridges	1933
Punta Gorda (4)	1,833	C	1921	John R. Jack, Sr	1930
Quincy (2)	3,788	C	1923	Steve Edwards	1925
St. Augustine (5)	12,111	C	1915	Eugene Masters (Assoc. M) 2	1932
St. Petersburg (2)	40,425	C	1931	Carleton F. Sharpe (Assoc. M)	1934
Sanford (4)	10,100	C	1920	F. S. Lamson, Acting	1930
Stuart (2)	1,924	O	1926	C. E. Schroeder	1928
Tallahassee (3)	10,700	C	1920	William R. Galt (M) 2	1924
W. Palm Beach (6)	26,610	C	1919	A. S. Andersen (M)	1930
Winter Haven (4)	7,130	C	1923	L. C. Bewsey	1933

GEORGIA

Albany (2)	14,507	C	1924	C. Q. Wright (M)	1925
Brunswick (5)	14,022	C	1921	F. J. Torras (Assoc. M)	1931
Cartersville (4)	5,250	C	1917	John W. Dent	1932
Columbus (4)	43,131	C	1922	Marshall Morton (Assoc. M)	1933
Cordele (2)	6,880	C	1923	John R. Brown	1930
Cornelia (4)	1,542	C	1928	V. C. Philyaw	1934
Decatur (3)	13,276	C	1921	R. M. Abernathy	1932
Eastman (2)	3,022	C	1922	M. C. Edwards	1924
Gainesville (4)	8,624	C	1922	Samuel C. Dunlap	1933
Griffin (3)	10,321	C	1918	H. P. Powell	1933
Quitman (3)	4,149	C	1922	J. M. Price	1931
Rome (2)	21,843	C	1919	O. M. Lanham (Assoc. M)	1933
Tifton (3)	3,390	C	1921	G. W. Coleman	1933
Toccoa (1)	4,602	C	1932	E. P. Bridges (M) 2	1932
Waycross (4)	15,510	C	1923	Walter E. Lee (Assoc. M)	1934

ILLINOIS

Glencoe (2)	6,295	O	1914	George R. Young (M)	1927
Glenview (1)	1,886	O	1931	Edmund H. Waterhouse (Assoc. M)	1932
Kenilworth (1)	2,501	O	1920	F. L. Streed (M)	1920
Riverside (1)	6,770	O	1925	John J. O'Brien	1925
Wilmette (2)	15,233	O	1930	C. M. Osborn (M) 4	1930
Winnetka (2)	12,166	O	1915	H. L. Woolhiser (M)	1917

IOWA

Ames (2)	10,261	O	1920	John H. Ames (M)	1927
Clarinda (6)	4,962	O	1913	Warren D. Toyne (M)	1927
Dubuque (4)	41,769	C	1920	Roger M. Evans (M) 2	1930
Iowa Falls (3)	4,112	O	1914	Floyd Klippel	1931
Maquoketa (4)	3,595	O	1920	J. H. Curtis (M)	1931
Mason City (2)	23,304	C	1927	E. H. Crofoot (Assoc. M)	1933
Mt. Pleasant (1)	3,743	O	1916	T. W. McMillan	1916
Villisca (3)	2,032	O	1919	Edwin E. Jenkins	1928
Webster City (2)	7,024	C	1915	G. J. Long	1917
West Liberty (2)	1,679	O	1920	C. J. Mackey	1928

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
KANSAS					
Arkansas City (1)	13,946	C	1931	Clyde B. King 3	1931
Atchison (2)	13,024	C	1921	A. W. Seng (M) 2	1927
Belleville (2)	2,383	C	1921	G. C. Pierce	1932
El Dorado (6)	10,311	C	1917	F. E. Schide (Assoc. M)	1931
Hays (3)	4,618	C	1919	F. J. Haffamier	1928
Hoisington (2)	3,001	C	1924	Ralph B. Call	1927
Kinsley (4)	2,270	C	1922	W. H. Craft	1932
La Crosse (2)	1,355	C	1925	Jess C. Moser	1926
McCracken (3)	594	C	1919	J. I. Edwards	1929
Newton (3)	11,034	C	1927	Knowland L. Brode (Assoc. M)	1931
St. Marys (4)	1,304	C	1921	M. E. Coleman	1931
Salina (4)	20,155	C	1921	Herbert L. Brown (M)	1931
Sterling (2)	1,868	C	1925	Carl O. Johnson	1929
Stockton (2)	1,291	C	1921	O. M. Goodrich	1922
Wichita (4)	111,110	C	1917	Bert C. Wells (M) 3	1927
Winfield (1)	9,398	C	1921	William J. Welfelt	1921
KENTUCKY					
Ashland (1)	22,074	C	1934	William G. Powell (Assoc. M)	1934
Covington (2)	65,252	C	1932	Theodore Kluemper	1934
Lexington (1)	45,736	C	1932	Paul Morton (M) 2	1932
Newport (1)	29,744	C	1932	C. E. Wallingford (M) 2	1932
Paducah (1)	33,541	C	1934	L. V. Bean (M) 2	1934
MAINE					
Auburn (6)	18,571	C	1918	F. W. Ford, Jr. (M)	1926
Baileyville (1)	2,017	C	1933	C. B. MacNinch	1934
Bangor (1)	28,794	C	1932	James G. Wallace (M)	1932
Belfast (1)	4,993	C	1930	Harrie D. Eckler (M)	1930
Brewer (1)	6,392	C	1932	F. D. Farnsworth (M) 2	1932
Camden (2)	3,606	C	1925	Percy Keller (Assoc. M)	1932
Ellsworth (1)	3,447	C	1934	Melvin F. McFarland	1934
Ft. Fairfield (2)	2,616	C	1929	D. M. Allen	1932
Mt. Desert (1)	2,022	C	1932	Herbert A. Thomas 2	1932
Portland (2)	70,810	C	1923	James E. Barlow (M) 3	1928
Presque Isle (1)	4,662	C	1933	Frank T. Adams (Assoc. M)	1933
Rumford (4)	8,726	O	1927	Bion F. Jose	1934
South Portland (1)	13,840	C	1934	Harry A. Brinkerhoff (2)	1934
Washburn (1)	1,974	O	1931	W. E. Brackett (M)	1931
MASSACHUSETTS					
Fall River (3)	115,274	C	1929	Alexander C. Murray (Assoc. M)	1933
Mansfield (4)	6,364	C	1921	Harold H. Everett (M)	1928
Middleboro (1)	8,608	C	1921	H. J. Goodale (M)	1921
Norwood (4)	15,049	C	1915	William C. Kendrick (Assoc. M)	1933
Orange (1)	5,365	C	1929	Ernest L. Lothrop (M) 3	1929
Stoughton (1)	8,204	C	1922	B. L. Winslow (M)	1922
MICHIGAN					
Alma (3)	6,734	C	1919	J. Donald Sullivan	1928
Alpena (4)	12,166	C	1916	George R. Nicholson	1928
Bay City (4)	47,355	C	1921	George L. Lusk (Assoc. M)	1928
Benton Harbor (4)	15,434	C	1921	George S. Barnard (M)	1931
Big Rapids (4)	4,671	C	1914	Dan H. Vincent	1918
Birmingham (5)	9,539	C	1918	James W. Parry (M)	1927
Cadillac (3)	9,570	C	1914	George Johnston	1918
Crystal Falls (1)	2,995	C	1917	J. H. Sanders	1917
East Detroit (1)	5,955	C	1929	A. H. Arens, Acting	1930
Escanaba (2)	14,524	C	1922	Theo. F. Kessler (M)	1926

MICHIGAN (Continued)

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
Ferndale (2)	20,855	C	1924	Jay F. Gibbs (M)	1929
Flint (5)	156,492	C	1930	John M. Barringer (Assoc. M) 2	1932
Gladstone (2)	5,170	C	1923	F. R. Buechner (M) 2	1924
Grand Haven (5)	8,345	C	1915	P. A. Kammeraad (Assoc. M)	1932
Grand Rapids (5)	168,592	C	1917	Ernest T. Conlon (Assoc. M)	1933
Grosse Pte. Shores (4)	621	O	1916	Arthur H. Bennett (M)	1923
Harbor Springs (1)	1,200	C	1932	Fred C. Taylor (Assoc. M)	1932
Iron River (2)	4,665	C	1926	D. M. Youngs	1930
Ironwood (2)	14,299	C	1925	Dow I. Sears (M)	1929
Jackson (10)	55,187	C	1915	Phillip E. Campbell	1932
Kalamazoo (5)	54,786	C	1918	Edward C. Rutz (Assoc. M)	1931
Kingsford (3)	5,526	C	1924	Egnar S. Anderson 2	1933
Lapeer (3)	5,008	C	1919	A. W. Cox	1931
Marysville (2)	1,405	C	1920	Edward C. Guck, Acting	
Manistee (4)	8,078	C	1914	Otto Damrow (M)	1927
Manistique (2)	5,198	C	1926	Harry Eriksen, Acting	1932
Mt. Pleasant (3)	5,211	C	1921	W. K. Willman (M) 3	1930
Muskegon (3)	41,390	C	1920	T. J. Pedler 3	1933
Muskegon Hgts. (4)	15,584	C	1922	George Liddle	1933
Oak Pk. (Ferndale) (5)	1,079	C	1927	Nelson G. Lyons	1933
Otsego (5)	3,245	C	1918	(Vacancy)	
Petoskey (6)	5,740	C	1916	P. T. Mitchell (M)	1925
Pleasant Ridge (2)	2,885	C	1919	A. J. Berst (Assoc. M)	1926
Plymouth (5)	4,484	C	1918	L. P. Cookingham (M) 2	1931
Pontiac (6)	64,928	C	1920	W. P. Edmonson	1933
Portland (1)	1,902	C	1919	F. L. Jenkins (Assoc. M)	1919
Royal Oak (5)	22,904	C	1917	E. M. Shafter (M)	1931
St. Johns (2)	3,929	C	1919	Theo. H. Townsend	1919
St. Joseph (1)	8,349	C	1928	H. G. Crow (M)	1929
Sault Ste. Marie (3)	13,755	C	1917	Henry A. Sherman (M)	1920
Stambaugh (1)	2,400	C	1924	Charles A. Nelson	1924
Sturgis (6)	6,950	C	1921	Lloyd Waterstraut 2	1932
Three Rivers (3)	6,863	C	1918	O. O. Johnson 3	1930
MINNESOTA					
Albert Lea (2)	10,169	C	1929	R. L. Van Nocker (Assoc. M)	1933
Anoka (3)	4,851	C	1914	Wayne Ridge	1931
Columbia Hgts. (5)	5,613	C	1921	James McKenna	1930
Morris (4)	2,474	C	1914	John A. Mielke	1930
White Bear Lake (4)	2,600	C	1921	William Holzheid (Assoc. M)	1928
MISSOURI					
Excelsior Springs (7)	4,565	C	1922	Bernard S. Alnutt (Assoc. M)	1931
Kansas City (1)	399,746	C	1926	H. F. McElroy	1926
Maryville (3)	5,217	C	1919	O. L. Robey	1933
MONTANA					
Bozeman (3)	6,855	C	1921	G. O. Arnold (M)	1929
NEBRASKA					
Alliance (4)	6,669	C	1919	Earl D. Mallery (Assoc. M)	1932
NEW JERSEY					
Asbury Park (2)	14,981	C	1933	Carl H. Bischoff (Assoc. M) 2	1934
Cape May (3)	2,637	C	1924	R. B. Dean	1932
Hackensack (1)	24,568	C	1933	Wilder M. Rich (M) 5	1933
Keansburg (3)	2,190	C	1925	Clinton B. Lohsen	1927
Teaneck (1)	16,513	C	1930	Paul A. Volcker (M) 2	1930

NEW MEXICO

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
Albuquerque (5)	26,570	C	1918	J. N. Gladding (Assoc. M) 2	1931
Clayton (5)	2,518	O	1921	T. G. Callahan	1930
Clovis (6)	8,027	C	1922	Ivan G. Bridges (Assoc. M)	1931
Roswell (3)	11,173	O	1914	Clyde D. Fulton	1920

NEW YORK

Auburn (3)	36,652	C	1920	William B. Patterson (Assoc. M)	1932
Binghamton (1)	76,662	C	1932	C. A. Harrell (M) 2	1932
Elmira (1)	47,397	C	1934	Florence J. Sullivan (Assoc. M)	1934
Mamaroneck (2)	11,766	C	1931	R. J. Whitney (M) 2	1931
Newburgh (7)	31,275	C	1916	Joseph A. Fogarty	1934
New Rochelle (1)	54,000	C	1932	John F. Donovan 2	1932
Niagara Falls (3)	75,460	C	1916	William D. Robbins (M)	1924
Rochester (4)	328,132	C	1928	Harold W. Baker (Assoc. M)	1934
Saranac Lake (1)	8,020	C	1929	Wayne E. Timmerman (M)	1929
Sherrill (6)	2,150	C	1916	V. L. Allen	1934
Watertown (3)	32,205	C	1920	Paul B. Sutton (M)	1930
Watervliet (4)	16,083	O	1920	Frank Mahar (Assoc. M)	1932

NORTH CAROLINA

Asheville (2)	50,193	C	1931	George Hackney (Assoc. M)	1933
Chapel Hill (3)	2,699	C	1922	J. L. Caldwell	1932
Charlotte (2)	82,675	C	1929	J. B. Pridgen	1931
Durham (3)	52,037	C	1917	Robert W. Flack (M) 2	1929
Durham County (1)	67,190	C	1930	D. W. Newsom (Assoc. M)	1930
Elizabeth City (7)	10,037	C	1915	J. B. Flora	1931
Gastonia (3)	17,093	C	1919	H. Rutter	1929
Goldsboro (5)	14,985	C	1917	Zeno G. Hollowell (M)	1926
Greensboro (2)	53,569	C	1921	Andrew Joyner, Jr. (Assoc. M)	1932
Hickory (7)	7,363	C	1913	R. L. Hefner (M) 2	1932
High Point (5)	36,745	C	1915	E. M. Knox (M) 2	1928
Monroe (1)	6,100	O	1932	H. L. Burdette (Assoc. M)	1932
Morganton (10)	6,001	C	1913	W. I. Davis	1929
Reidsville (3)	6,851	C	1921	J. L. Womack	1926
Rocky Mount (2)	21,412	C	1927	L. B. Aycock (M)	1929
Roxboro (2)	3,657	O	1928	W. F. Long	1929
Salisbury (2)	16,951	C	1927	R. Lee Mahaley	1931
Thomasville (7)	10,090	C	1915	R. M. Cooksey	1923
Wilson (1)	12,613	C	1933	W. M. Wiggins	1933

NORTH DAKOTA

Minot (1)	16,099	C	1933	J. W. Bliss (Assoc. M)	1933

OHIO

Ashtabula (6)	23,301	C	1916	Carey S. Sheldon	1934
Bedford (1)	6,814	C	1932	Arthur H. Wedge (Assoc. M)	1932
Celina (1)	4,664	O	1926	W. R. Cook	1926
Cincinnati (2)	451,160	C	1926	Clarence A. Dykstra (M)	1930
Cleveland Hts. (1)	50,945	C	1922	H. H. Canfield (M)	1922
Dayton (4)	200,982	C	1914	F. O. Eichelberger (M)	1921
East Cleveland (2)	39,667	C	1918	Charles A. Carran (M)	1922
Gallipolis (7)	7,106	C	1918	A. R. Henke	1934
Hamilton (1)	52,176	C	1928	Russell P. Price (M)	1928
Ironton (2)	16,621	C	1930	Leonard G. Howell (M)	1930
Middletown (4)	29,992	O	1921	H. O. Miller	1934
Oakwood (1)	6,494	C	1932	Lawrence M. Dissinger (Assoc. M)	1932
Oberlin (2)	4,292	C	1926	Leon A. Sears (M) 2	1928
Painesville (3)	10,944	C	1920	George R. Moodey (M)	1930
Piqua (1)	16,009	C	1930	L. G. Whitney (M) 2	1930

OHIO (Continued)

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
Portsmouth (2)	42,560	C	1930	Frank E. Sheehan (Assoc. M)	1932
Sandusky (5)	24,622	C	1916	Robert L. J. Wagar	1934
South Charleston (3)	1,208	C	1918	Charles D. Sprague	1926
Springfield (8)	68,743	C	1914	Pearl A. Lewis	1934
Westerville (5)	2,879	C	1916	Ross E. Windom (M)	1930
Xenia (3)	10,507	C	1918	M. C. Smith	1930

OKLAHOMA

Ardmore (4)	15,741	C	1921	Charles F. Adams	1931
Bartlesville (1)	14,763	O	1927	Ross Taylor (M) 2	1927
Chandler (3)	2,717	C	1925	L. C. Green	1928
Cleveland (2)	2,959	C	1931	George H. Greiner	1932
Coalgate (7)	2,064	C	1914	R. M. Lacy	1925
Cushing (1)	9,301	C	1929	James W. Flint (M) 2	1929
Devol (3)	328	C	1920	J. C. Dulaney	1924
Duncan (7)	8,363	C	1920	J. B. McLendon	1932
Edmond (2)	3,576	C	1925	Fred M. Stephenson	1931
Elk City (6)	5,666	C	1929	F. C. Gowdy	1933
El Reno (3)	9,384	C	1926	C. C. Holden (Assoc. M)	1933
Grandfield (3)	1,416	C	1921	Frank H. Lawrence	1929
Guthrie (2)	9,582	C	1929	Earl J. Geddes	1930
Heavener (3)	2,269	C	1922	G. D. Hughes	1929
Madill (5)	2,203	C	1917	Homer Moss	1925
Mangum (8)	4,806	C	1914	H. T. Lawrence (M)	1929
McAlester (6)	11,804	C	1919	Verlin Thompson (Assoc. M)	1932
Muskogee (6)	32,026	C	1920	T. P. Clonts	1932
Norman (5)	9,603	C	1919	R. E. Clement (Assoc. M)	1931
Nowata (5)	3,531	C	1920	Ed Chouteau, Jr	1928
Oklahoma City (5)	185,389	C	1927	O. M. Mosier (Assoc. M)	1933
Pawhuska (6)	5,931	C	1921	J. M. Buckley (Assoc. M)	1931
Sallisaw (1)	1,785	C	1919	Fred E. Johnston (M)	1919
Sapulpa (4)	10,533	C	1922	Fred M. Boone	1932
Shawnee (1)	23,283	C	1930	T. E. Thompson (M) 2	1930
Tecumseh (3)	2,419	C	1929	Clyde McMahan	1933
Walters (5)	2,252	C	1919	Andy Carver (Assoc. M)	1931
Woodward (2)	5,056	C	1929	John W. Suggett	1932
Yale (7)	1,734	C	1921	J. H. Bennington	1933

OREGON

Astoria (2)	10,349	C	1923	George Garrett (M) 4	1928
Bend (1)	8,848	C	1929	C. G. Reiter (M) 2	1929
Hillsboro (2)	3,039	C	1924	George McGee (Assoc. M)	1929
La Grande (9)	8,050	C	1913	Angus McAllister (Assoc. M)	1931
Oregon City (1)	5,761	C	1924	J. L. Franzen (M)	1925
Warrenton (7)	683	C	1923	George Kelly	1933

PENNSYLVANIA

Ambridge (3)	20,227	O	1918	A. W. Johns (M)	1922
Avalon (1)	5,940	O	1927	Joseph N. Arthur (M)	1928
Aspinwall (1)	4,263	O	1925	Harry C. Lea	1925
Blairsville (1)	5,296	O	1922	T. C. North (M)	1922
Carlisle (2)	12,596	O	1921	George P. Searight (M)	1927
Edgewood (1)	4,821	O	1931	E. O. Garrett (M) 2	1931
Edgeworth (4)	1,679	O	1914	H. F. Burkholder (M)	1923
Ellwood City (1)	12,323	O	1928	Lowell W. Monroe (M)	1928
Hanover (1)	11,805	O	1928	C. A. Eckbert (M) 2	1928
Lansdowne (1)	9,542	O	1922	Frank B. Titus	1922
Milton (2)	8,552	O	1925	C. C. Congdon (M)	1928
Mt. Lebanon (3)	13,403	O	1928	F. W. Cooke (Assoc. M)	1931

PENNSYLVANIA (Continued)

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
Northampton (1)	9,730	O	1932	Hale A. Guss (M) 2	1932
Osborne (2)	506	O	1921	H. F. Burkholder (M)	1923
Phoenixville (1)	12,029	O	1930	Norman G. Young (M)	1930
Sewickley (2)	5,599	O	1918	John C. Hiteshew (M)	1921
Towanda (1)	4,104	O	1918	William T. Howie	1918
Waynesboro (1)	10,167	O	1922	A. Stover Fitz	1922
West Reading (2)	4,908	O	1926	D. C. Wagner (Assoc. M)	1927

SOUTH CAROLINA

Beaufort (7)	2,776	C	1915	Charles Knott (Assoc. M)	1928
Florence (3)	14,774	C	1921	D. Lewis Husbands	1926
Rock Hill (4)	11,322	C	1915	T. C. Marshall	1933
Sumter (9)	11,780	C	1912	S. R. Rowland	1934

SOUTH DAKOTA

Clark (2)	1,290	O	1912	Elmer Kirkeby	1924
Rapid City (4)	10,404	C	1921	E. M. Sneckenberger (M)	1931

TENNESSEE

Alcoa (1)	5,255	C	1919	V. J. Hultquist (M)	1919
Elizabethton (4)	8,093	C	1921	E. C. Alexander	1934
Kingsport (3)	11,914	C	1917	F. L. Cloud (M)	1923
Knoxville (6)	105,802	C	1923	W. W. Mynatt (Assoc. M)	1933
Murfreesboro (2)	7,993	C	1920	S. S. Cox (M)	1927

TEXAS

Amarillo (9)	43,132	C	1913	H. R. Smith (Assoc. M)	1933
Austin (2)	53,120	C	1926	Guiton Morgan (Assoc. M)	1933
Beaumont (5)	57,732	C	1919	Paul H. Millard	1930
Belton (1)	3,779	C	1931	A. E. Taylor	1931
Big Spring (3)	13,735	C	1926	E. V. Spence (M) 2	1931
Borger (2)	6,532	C	1930	Charles Chapman	1933
Brenham (2)	5,974	C	1923	T. A. Low	1930
Brownsville (5)	22,021	C	1915	Z. A. Rosenthal (M)	1930
Brownwood (10)	12,789	C	1916	W. A. Butler	1932
Bryan (5)	7,814	C	1917	Richard G. Williams (M)	1930
Burkburnett (4)	3,281	C	1923	R. P. Reagan (2)	1929
Dallas (1)	260,475	C	1931	John N. Edy (M) 3	1931
Eastland (4)	4,648	C	1919	Guy P. Parker (Assoc. M)	1933
Fort Worth (2)	163,447	C	1925	Geo. D. Fairtrace (M) 3	1931
Gainesville (1)	8,915	C	1927	Louis House	1928
Goose Creek (5)	5,208	C	1928	Henry Whiddon	1933
Jacksonville (1)	6,748	C	1931	J. Bryan Miller (M) 3	1931
Kerrville (3)	4,546	O	1927	A. P. Hancock (Assoc. M)	1933
Longview (2)	5,036	C	1923	Bill N. Taylor (M)	1928
Lubbock (4)	20,520	C	1917	W. H. Rodgers (Assoc. M)	1931
Lufkin (6)	7,311	C	1919	T. L. Dunn, Acting	1931
Marshall (1)	16,203	C	1927	H. J. Graeser (M) 3	1927
Mexia (4)	6,579	C	1920	Howard F. Mace (Assoc. M)	1931
Pampa (2)	10,470	C	1927	C. L. Stine (Assoc. M)	1932
Panhandle (3)	2,035	O	1923	J. G. Wadsworth	1930
Port Arthur (1)	50,902	C	1932	R. L. Cooper (M) 2	1932
San Angelo (6)	25,308	C	1916	E. E. Lowrie (M)	1930
Sherman (2)	15,713	C	1915	W. Morgan Works (Assoc. M)	1932
Stamford (5)	4,095	C	1918	R. G. Bowdry (Assoc. M)	1933
Sweetwater (1)	10,848	C	1928	S. H. Bothwell (M) 2	1928
Taylor (3)	7,463	C	1914	A. V. Hyde	1918
Teague (3)	3,509	O	1915	F. F. Sims	1929
Temple (4)	15,345	C	1922	R. Robertson (Acting)	1932

TEXAS (Continued)

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
Terrell (4)	8,795	C	1919	L. A. Markham	1924
Tulia (4)	2,202	O	1918	(Vacancy)	
Tyler (4)	17,113	C	1915	Lee H. Powell (M)	1926
Waco (3)	52,848	C	1924	George J. Rohan (Assoc. M)	1934
Wichita Falls (2)	43,690	C	1928	V. R. Smitham (M) 3	1931
Yoakum (4)	5,656	C	1915	C. C. Crutchfield (M)	1932

VERMONT

Bellows Falls (2)	3,930	C	1927	Morton F. Downing (Assoc. M)	1931
St. Albans (3)	8,020	C	1921	B. M. Hopkins	1931
St. Johnsbury (3)	7,920	C	1923	C. S. Sumner 2	1934
Springfield (2)	4,943	C	1920	Roy M. Wilcomb	1923
Windsor (Town) (1)	3,689	C	1931	George Austin	1931

VIRGINIA

Albemarle County (1)	26,981	C	1933	H. A. Haden	1933
Alexandria (3)	24,149	C	1922	Wallace Lawrence (M) 2	1929
Appalachia (2)	3,595	C	1931	J. H. Fletcher	1931
Arlington County (1)	26,615	C	1932	Roy S. Braden (M) 2	1932
Bedford (3)	3,713	O	1920	W. C. Ballard	1930
Blackstone (3)	1,772	O	1914	C. H. Hardy	1925
Bluefield (1)	3,906	C	1930	E. H. Ruehl	1930
Bristol (7)	8,840	C	1919	James F. McCrary (M)	1928
Charlottesville (7)	15,245	C	1913	Seth Burnley (Assoc. M)	1932
Covington (2)	6,538	C	1925	J. S. Mathers	1931
Crewe (1)	2,152	C	1926	William P. Taylor	1926
Culpeper (2)	2,379	C	1930	V. Von Gemmingen (Assoc. M)	1931
Farmville (5)	3,133	C	1915	R. W. Catlin (M) 3	1930
Franklin (3)	2,930	C	1922	J. W. B. Thompson (M)	1927
Fredericksburg (2)	6,819	O	1912	L. J. Houston, Jr. (M)	1918
Front Royal (1)	2,424	C	1930	L. B. Dutrow (M)	1930
Galax (2)	2,544	O	1922	H. M. Todd (Assoc. M)	1928
Hampton (2)	6,382	C	1920	J. B. Sinclair, Jr	1923
Henrico County (1)	30,310	C	1934	Willard F. Day (M) 2	1934
Hopewell (2)	11,327	C	1924	Guy Ancell 2	1934
Lynchburg (2)	40,661	C	1920	R. W. B. Hart	1926
Manassas (2)	1,215	O	1927	W. F. Cocke	1928
Newport News (3)	34,417	C	1920	J. C. Biggins	1925
Norfolk (4)	129,710	C	1918	Thomas P. Thompson (Assoc. M)	1933
Petersburg (4)	28,564	C	1920	H. A. Yancey (M) 2	1932
Portsmouth (5)	45,704	C	1917	H. B. Anderson (Assoc. M)	1932
Radford (5)	6,227	C	1920	E. L. Udell	1932
Roanoke (1)	69,206	C	1918	William P. Hunter (M)	1918
Salem (3)	4,833	C	1922	Roy P. Bishop (M)	1929
Staunton (3)	11,990	C	1908	(Vacancy)	
Suffolk (1)	10,271	C	1919	R. H. Brinkley (M)	1919
Warrenton (3)	1,450	O	1920	Sidney Shumate	1923
Waynesboro (1)	6,226	C	1928	I. G. Vass (M) 2	1929
Williamsburg (1)	3,778	C	1932	A. L. Meisel	1932
Winchester (3)	10,855	O	1915	P. P. Pilcher (M) 7	1931
Wytheville (2)	3,327	C	1927	R. W. Arthur (Assoc. M) 2	1929

WEST VIRGINIA

Bluefield (4)	19,339	C	1921	Kyle Bruce (Assoc. M)	1933
Clarksburg (7)	28,866	C	1921	James S. Rodney	1933
Follansbee (1)	4,841	C	1927	Delmar Jenkins	1927
Hinton (3)	6,654	C	1927	Hume K. Nowlan (M)	1927
Morgantown (5)	16,186	C	1921	Elmer Prince	1933
St. Marys (2)	2,182	C	1921	J. Bernard Riggs	1925

WISCONSIN

City	Population 1930	Plan	In Effect	Name of Manager	Year Appointed
Beloit (4)	23,611	C	1929	George B. Ingersoll (Assoc. M)	1933
Fort Atkinson (1)	5,793	C	1931	A. J. Koenig (M) 2	1931
Janesville (1)	21,628	C	1923	Henry Traxler (M) 2	1923
Kenosha (3)	50,262	C	1922	H. C. Laughlin (Assoc. M)	1933
Rhinelander (3)	8,019	C	1926	Theo. M. Wardwell (M)	1929
Shorewood (2)	13,479	O	1928	H. A. Schmitt (M)	1930
Stevens Point (2)	13,623	C	1928	Peter Walraven (M) 2	1930
Two Rivers (2)	10,083	C	1925	E. J. Donnelly (M)	1928

CANADA

ALBERTA

Lethbridge (1)	13,489	C	1927	J. T. Watson	1928

NEW BRUNSWICK

Woodstock (5)	3,259	C	1919	A. Gordon Bailey	1933

ONTARIO

Chatham (2)	14,569	C	1922	A. L. Thompson (M)	1928
Niagara Falls (2)	19,046	O	1923	H. E. Goddard (Assoc. M)	1928

QUEBEC

Arvida (2)	1,835	O	1926	D. J. Wyber (Assoc. M)	1930
Grande Mere (2)	6,461	C	1920	J. A. Bernier	1924
La Tuque (4)	7,871	C	1921	J. Henri Valiquette 2	1933
Montreal-East (1)	2,242	C	1925	J. N. Langelier	1925
Outremont (2)	27,850	O	1918	R. E. Lacroix (M)	1924
St. Lambert (1)	6,075	C	1924	M. J. Rutledge 2	1927
Shawinigan Falls (2)	15,345	C	1921	N. J. A. Vermette (M)	1927
Temiskaming (2)	3,000	C	1918	A. K. Grimmer (Assoc. M)	1923
Westmount (2)	24,189	C	1913	Percy E. Jarman (M)	1930

IRELAND

Cork (1)	78,490	C	1929	Philip Monahan	1929
Dublin (1)	400,000	C	1930	Gerald J. Sherlock	1930
Dun Laoghaire (1)	35,111	C	1930	P. J. Hernon	1930

PUERTO RICO

San Juan (1)	114,715	C	1931	Jesus Benitez (Assoc. M)	1931

Financial Statistics of Cities

THE financial data which follow were obtained by the questionnaire method from finance officers and city managers in January, 1934, for the fiscal year ending in 1933. The first table gives assessed valuation, receipts (on cash basis), and delinquent taxes for cities of over 30,000 population. Tables on expenditures (on cash basis), and indebtedness for the same group of cities follow. Similar data obtained from the city managers of over two hundred cities of less than 30,000 population are given in a separate set of tables. The cost of collection precluded the inclusion of all cities under 30,000.

These data on municipal finance doubtless are inaccurate in certain particulars because time did not permit checking back in many instances, and because different interpretations were attached to certain items in the questionnaire. The finance officer or manager of one city might have included figures which another city might have omitted, as for instance, some officials might have included inter-fund transfers, either under receipts or expenditures, or both, while in other cities such transfers were not included. The returns taken as a whole, however, are believed to be fairly dependable. Next year more detailed instructions will accompany the questionnaires with the hope of eliminating all possible errors.

Because one city may provide municipal services that are rendered by some other agency in another city, no attempt should be made to compare receipts or expenditures as between cities. One general observation that can be made, however, is that many cities apparently are making up deficiencies in their general revenues out of surplus revenues of municipally owned utilities, because general fund revenues in many cases do not nearly equal the total general fund disbursements. It is noted that in these same cities utility revenues exceed utility expenses by substantial amounts.

The accumulated delinquent taxes at the end of the fiscal year 1933, are in many cases excessively large and indicate the acute problem of financing which many cities face. A total of 308 cities in all population groups reported an accumulated tax delinquency of $695,297,498. On the basis of these returns, it is estimated that the delinquent taxes in the 233 cities of over 5,000 population that did not report will amount approximately to $250,000,000, which, together with delinquent school taxes and special assessments (which in most cases were not included in the returns) would bring the aggregate tax delinquency for the cities of the United States to well over a billion dollars.

Table XI

ASSESSED VALUATION, RECEIPTS, AND DELINQUENT TAXES IN 1933 OF 212 CITIES OVER 30,000

Cities are arranged alphabetically by population groups. The cities not reporting are listed at the end of this table. An asterisk (*) refers to notes at the end of the table; † indicates that figures for schools are included.

City	Pop. 1930 (000 omitted)	Assessed Valuation (000 omitted)	End of Fiscal Year	General Fund Cash Receipts in 1933 (or Last Fiscal Year): General Property Tax (all local purposes except Schools)	Govt. Grants (Federal and State Outright Grants)	Borrowings Against Current Income (Tax Anticipation, etc.)	All Non-Tax Revenues (License fees, etc.)	Total Receipts General Fund	School Receipts	Receipts from Utilities (City-owned)	Receipts from Proceeds of Bond Sales	Total Accumulated Delinquent Taxes Last Fiscal Year
Over 500,000												
Baltimore, Md.	805	$ 1,859,131	Dec. 31	$ 32,215,043†	$ 3,894,148	$ 18,000,000	.....	$ 54,109,291†	.....	$ 3,571,511	$ 1,911,000	$ 8,001,920
Boston, Mass.	781	1,780,000	Dec. 31	51,810,901†	1,994,457	50,500,000	$26,652,808†	130,958,166†	.....	6,976,859	16,336,000	23,987,933
Buffalo, N. Y.	573	1,038,771	June 30	26,591,149†	4,531,236	11,000,000	1,701,305	43,823,689†	$ 3,745,119	2,295,731	4,075,000	4,500,070
Chicago, Ill.	3,376	2,476,000	Dec. 31	56,693,439	.....	38,855,000	18,200,000	113,748,439	.....	12,800,000	110,000	85,737,883
Cleveland, Ohio	900	1,209,110	Dec. 31	13,085,963	None	1,857,500	5,164,478	20,107,941	.....	8,277,191	.....	8,811,260
Detroit, Mich.	1,569	2,310,304	June 30	38,955,108	9,788,836	16,435,474	5,029,923	70,209,341	16,550,041	18,836,071	None	25,237,610
Los Angeles, Calif.	1,238	1,179,499	June 30	24,379,832*	None	None	5,567,490	29,947,321	.....	23,462,628	5,845,399	4,423,172
Milwaukee, Wis.	578	851,791	Dec. 31	10,824,960*	.....	.....	6,797,775	17,622,735	9,113,076*	2,193,988	.....	13,595,643
New York, N. Y.	6,930	18,463,010	Dec. 31	442,349,724*	109,826,036	236,550,000	55,380,910	799,895,918*	.....	32,743,478	89,915,000	228,124,745
Philadelphia, Pa.	1,951	3,908,269	Dec. 31	.....	.....	.....	.....	.....	.....	.....	.....	31,578,701
Pittsburgh, Pa.	670	1,211,939	Nov. 30	14,635,793	245,015	1,500,000	1,807,526	18,188,334	.....	2,738,598	.....	12,603,828
St. Louis, Mo.	822	1,051,228	Dec. 31	16,965,752	.....	.....	.....	23,284,688	.....	3,341,329	9,146,811	.....
San Francisco, Calif.	634	974,441	June 30	24,166,047	2,720,479	None	8,452,543	35,339,070	8,352,511	11,452,064	7,973,234	2,326,792
300,000 to 500,000												
Cincinnati, Ohio	451	809,660	Dec. 31	6,865,172*	None	None	1,475,217	8,340,389*	7,800,010	2,324,698	1,282,365	1,749,488
Indianapolis, Ind.	364	511,163	Dec. 31	3,569,862	112,444	1,300,000	262,711	5,244,957	.....	None	160,741	.....
Kansas City, Mo.	400	471,804	Apr. 30	6,909,030	.....	600,000	2,352,900	9,861,930	6,456,402	2,157,950	2,682,455	5,500,000
Louisville, Ky.	308	394,773	Aug. 31	5,630,782	.....	1,000,000	702,213	7,332,995	2,829,635	.....	750,000	2,045,072
Minneapolis, Minn.	464	485,808	Dec. 31	13,737,721	1,384,000	2,000,000	3,297,864	20,419,585	7,870,538	1,402,970	3,170,900	.....
Newark, N. J.	442	931,055	Dec. 31	11,323,300	None	3,800,000	6,095,643	21,218,943	10,938,995	1,966,014	1,500,000	20,831,063
Portland, Ore.	302	322,444	Nov. 30	4,779,172	807,045	4,312,816	1,038,609	10,937,642	.....	1,530,863	1,051,008	3,962,656
Rochester, N. Y.*	328	633,828	Dec. 31	12,362,119	2,750,819	3,450,000	1,293,271	16,656,209	8,030,607	1,447,988	2,570,000	6,970,617
Washington, D. C.	487	1,229,359	Dec. 31	23,222,195	7,775,000	None	1,977,439	32,974,634	.....	.....	None	4,201,513
200,000 to 300,000												
Atlanta, Ga.	270	339,955	Dec. 31	5,442,569	None	775,757	1,683,261	7,901,586	215,461	1,697,588	5,808	1,795,549
Birmingham, Ala.	260	295,108	Aug. 31	2,045,403	.....	2,618,504	1,220,904	5,884,812	2,336,281	None	None	1,735,055
Dallas, Tex.	260	243,868	Sept. 30	4,321,054	.....	.....	1,514,578	5,835,631	3,127,018	1,414,102	1,165,836	2,438,186

Denver, Colo.	288	405,304	Dec. 31	5,710,048	1,962,000	125,000	2,025,331	9,822,380	5,350,445*	2,731,874	316,800	1,513,553*
Oakland, Calif.	284	5,271	July 1	5,271,309	.....	.....	1,339,668	6,610,977	.....	.....	40,000	1,287,429
Omaha, Neb.	214	246,268	Dec. 31	1,543,635	.....	.....	430,046	1,973,681	5,154,738	3,171,336	.....	3,862,897
Providence, R. I.	253	.....	Sept. 30	12,809,210†	1,383,188	351,510	1,474,186†	16,018,094†	.....	1,382,118	.....	.....
San Antonio, Tex.	232	223,389	May 31	3,364,935	.....	1,611,500	919,205	5,895,640	2,565,763	1,097,233	50,000	4,566,377
Toledo, Ohio	291	393,360	Dec. 31	3,908,429	1,960,155	None	2,069,301	7,937,885	.....	1,002,476	160,000	7,500,000
100,000 to 200,000												
Bridgeport, Conn.	148	266,074	Mar. 31	7,244,146†	.....	None	1,298,710†	8,542,856†	None	.....	650,000	3,247,697
Camden, N. J.	119	188,116	Dec. 31	2,295,196	.....	1,204,342	1,102,710	4,602,248	1,250,000	408,174	9,500	6,384,910
Chattanooga, Tenn.	120	112,777	Dec. 31	1,755,957	.....	310,000	814,778	2,880,735	624,276	.....	.....	1,188,483
Des Moines, Iowa	143	179,042	April 1	2,258,386*	.....	.....	343,884	2,602,270	.....	.....	45,050	227,195,074
Duluth, Minn.	101	.....	Dec. 31	1,604.655	.....	476,500	324,884	2,406,039	.....	1,206,227	355,000	1,039,040
Elizabeth, N. J.	115	159,911	Dec. 31	.....	.....	.....	.....	.....	.....	.....	.....	2,334,660
El Paso, Tex.	102	96,500	Feb. 28	1,610,870	.....	.....	335,842	1,946,713	620,892	466,366	3,535	1,861,209
Erie, Pa.	116	147,000	Dec. 31	1,375,152	None	370,000	477,191*	2,222,343	2,198,500	574,697	505,942	1,894,908
Evansville, Ind.	102	117,738	Dec. 31	777,856	None	None	244,529	1,022,385	1,196,464	596,970	None	313,365
Flint, Mich.	156	172,085	June 30	1,756,668	717,771	200,000	158,435	2,832,875	3,193,893	542,180	296,000	4,436,725
Fort Worth, Tex.	163	184,379	Sept. 30	2,516,092	None	None	598,592	3,114,684	.....	1,332,834	133,179	2,200,368
Grand Rapids, Mich.	169	189,162	Mar. 31	3,162,498	.....	788,313*	354,691	3,617,188	3,623,996*	823,271	515,000	5,525,125
Jacksonville, Fla.	130	86,408	Dec. 31	902,075	.....	225,000	3,374,830*	4,501,905	.....	4,180,340	450,000	2,243,266
Kansas City, Kans.	122	98,498	Dec. 31	1,599,671	.....	.....	222,422	1,822,092	.....	.....	.....	.....
Knoxville, Tenn.*	106	120,963	Dec. 31	2,404,739	None	755,699	266,339	2,671,078	1,028,925	595,931	None	2,235,920
Lowell, Mass.	100	112,234	Dec. 31	3,723,572†	128,771	3,709,960	1,026,896†	8,589,154†	.....	322,105	1,055,000	2,076,493
Lynn, Mass.	102	139,214	Dec. 31	3,472,596	207,000	5,191,000	1,978,997*	10,849,593*	1,177,138	.....	175,000	1,828,140
Miami, Fla.	111	97,872	June 30	1,970,312	.....	.....	1,530,867	3,501,179	.....	270,765	None	2,467,094
Nashville, Tenn.	154	158,697	Dec. 31	3,154,764†	758,816	None	2,508,208	6,421,788†	6,958	601,050	90,568	1,613,992
New Bedford, Mass.	113	116,032	Nov. 30	2.009,169	241,184	5,971,500	2,367,909	10,589,762	1,370,141	375,542	680,000	1,558,541
New Haven, Conn.	163	310,170	Dec. 31	8,807,190†	281,410	5,650,000	952,098	15,690,699†	.....	None	2,249,678	2,970,130
Norfolk, Va.	130	176,100	Dec. 31	3,845,334*	71,764	1,675,000	2,335,408*	7,927,506	.....	.....	238,292	5,504,451
Oklahoma City, Okla.	185	108,448	June 30	3,238,017	None	None	969,831	4,207,849	.....	876,494	.....	210,102
Peoria, Ill.	105	86,694	Dec. 31	705,202	.....	460,000	103,076	1,268,278	.....	.....	.....	76,602
Salt Lake City, Utah	140	154,902	Dec. 31	2,349,646	.....	1,450,000	862,924	4,662,570	.....	.....	.....	1,020,463
Scranton, Pa.	143	123,624	Dec. 31	1,639,595	26,530	300,000	400,819	2,366,944	.....	.....	.....	1,314,275
Somerville, Mass.	104	119,799	Dec. 31	2,976,171†	453,796	5,822,550	1,419,873	10,672,390†	.....	.....	867,850*	2,162,036
Spokane, Wash.	116	68,862	Dec. 31	1,315,990	57,528	500,000	227,791	2,101,309	1,567,971	608,328	100,000	678,664
Springfield, Mass.	150	289,920	Nov. 30	8,362,968†	408,379	8,720,000	3,346,034	20,837,380†	.....	1,028,494	1,884,000	3,677,542
Tacoma, Wash.	107	54,926	Dec. 31	766,713	None	None	845,299	1,612,012	1,323,004	2,759,271	None	1,789,065
Trenton, N. J.	123	185,999	Dec. 31	3,650,045	232,392	3,251,385	613,898	7,655,835	1,690,176	532,635	.....	5,645,288
Tulsa, Okla.	141	100,832	June 30	2,811,510	.....	None	921,288	3,732,798	.....	.....	None	.....
Utica, N. Y.	102	134,989	Dec. 31	2,806,631	49,357	2,700,000	1,159,414	6,715,402	632,284	.....	1,662,497	616,996
Wichita, Kans.	111	112,377	Dec. 31	1,770,207*	135,825	None	250,188	2,156,220	.....	None	615,440	727,978
Wilmington, Del.	107	151,331	June 30	2,159,149	None	70,000	136,640	2,365,790	227,015	427,660	.....	520,537
Worcester, Mass.	195	326,513	Nov. 30	10,815,009†	1,696,082	12,065,000	4,252,002†	28,828,094†	.....	849,959	1,617,309	4,169,270
50,000 to 100,000												
Allentown, Pa.	93	102,000	Dec. 31	1,082,645	9,415	185,000	340,194	1,617,254	1,803,109	270,713	.....	669,553

Table XI.—Assessed Valuation, Receipts and Delinquent Taxes in Cities Over 30,000—Continued

City	Pop. 1930 (000 omitted)	Assessed Valuation (000 omitted)	End of Fiscal Year	General Fund Cash Receipts in 1933 (or Last Fiscal Year)					School Receipts	Receipts from Utilities (City-owned)	Receipts from Proceeds of Bond Sales	Total Accumulated Delinquent Taxes Last Fiscal Year
				General Property tax (all local purposes except Schools)	Govt. Grants (Federal and State Outright Grants)	Borrowings Against Current Income (Tax Anticipation, etc.)	All Non-Tax Revenues (License fees, etc.)	Total Receipts General Fund				
50,000 to 100,000—Continued												
Altoona, Pa.	82	$ 75,902	Dec. 31	$ 492,221	.....	$ 400,000	$ 130,093	$ 1,022,313	.....	$ 194,183	None	$ 531,065
Asheville, N. C.	50	50,838	June 30	701,881	None	25,000	378,100	1,104,981	None	347,130	None	897,914
Austin, Tex.	53	48,684	Dec. 31	749,857	None	None	144,730	894,587	$ 516,792	1,168,356	None	561,268
Bayonne, N. J.	89	163,169	Dec. 31	6,787,195	.....	9,893,199	670,241	17,350,635	1,864,441	.....	.....	5,155,583
Beaumont, Tex.	58	56,817	June 30	837,466	None	205,000	165,995	1,208,462	403,266	307,449	None	1,271,537
Berkeley, Calif.	82	80,638	June 30	1,005,209	$ 6,379	None	343,188	1,354,776	259,660	None	None	114,366
Bethlehem, Pa.	58	67,318	Dec. 31	664,662	None	205,000	303,711	1,173,373	None	None	None	700,000
Binghamton, N. Y.	77	111,754	Dec. 31	2,634,353	194,674	.....	1,668,612	4,497,639	1,377,787	225,053	None	412,503
Brockton, Mass.	64	47,288	Nov. 30	2,745,343	415,666*	2,627,000	384,082	5,992,091†	.....	249,082	$ 200,000	1,295,832
Cedar Rapids, Iowa	56	63,570	Mar. 31	759,930	None	None	147,297	907,227	.....	215,305	177,274	31,003
Charlotte, N. C.	83	103,269	June 30	889,135	None	330,080	640,285	1,859,500	832,399	410,373	247	635,178
Chester, Pa.	59	.....	Dec. 31	665,488	None	180,000	65,031	910,519	.....	None	None	507,000
Cicero, Ill.	67	52,792	Dec. 31	555,517	None	91,280	225,520	871,319	None	139,682	None	2,119,107
Cleveland Hgts., Ohio	51	103,022	Dec. 31	406,356	None	650,000	110,425	1,166,781	1,467,236	419,512	None	1,481,840
Covington, Ky.	65	57,752	Dec. 31	659,786	None	190,000	420,766*	1,270,552*	536,728	.....	None	416,826*
Davenport, Iowa	61	64,455	July 1	224,761	.....	.....	77,819	302,580	.....	.....	.....	174,601
Dearborn, Mich.	50	161,091	June 30	1,068,570	294,000	.....	537,933	1,900,502	.....	321,956	100,000	970,777
Decatur, Ill.	58	32,987	Dec. 31	370,583	.....	190,900	32,909	592,391	955,532	224,624	.....	.....
Durham, N. C.*	52	65,208	July 1	781,030	.....	.....	664,130	1,445,160	.....	383,876	.....	336,427
East Chicago, Ind.	55	72,925	Dec. 31	661,913	81,735	249,907	9,326	1,002,881	803,724	317,163	None	657,007
East Orange, N. J.	68	127,957	Dec. 31	3,426,170	102,108	935,500	753,623†	5,267,402†	.....	335,720	378,000	2,765,889
Evanston, Ill.	63	56,358	Dec. 31	831,568	.....	563,275	506,683	1,901,526	.....	.....	.....	998,886
Fresno, Calif.	53	43,398	June 30	908,840	None	300,000	230,442	1,439,282	.....	426,719	None	110,936
Galveston, Tex.	53	59,783	June 30	995,390	145,040	None	411,218	1,551,648	.....	270,850	23,000	1,016,766
Glendale, Calif.	63	52,323	June 30	806,045	None	None	184,185	990,230	.....	1,574,546	None	211,005
Greensboro, N. C.	54	78,900	June 30	749,134	.....	.....	479,849	1,228,983	.....	240,313	50,000	561,092
Hamilton, Ohio	52	63,737	Dec. 31	388,525	None	39,000	540,234	967,759	None	944,520	73,643	311,585
Highland Pk., Mich.	53	76,761	June 30	831,571	111,652	490,000	232,960	1,666,184	1,394,284	206,207	None	966,788
Hoboken, N. J.	59	101,138	Dec. 31	3,608,767†	.....	867,489	470,886	4,992,141†	.....	None	.....	3,055,649
Huntington, W. Va.	76	97,271	June 30	475,448	None	None	181,324	656,773	.....	None	None	190,000
Irvington, N. J.	57	76,533	Dec. 31	2,033,744	25,900	2,507,477	547,885†	5,115,006†	.....	.....	627,000	1,410,085
Jackson, Mich.	55	68,536	June 30	856,297*	3,323	.....	219,392	1,179,013	.....	173,430	.....	937,924
Johnstown, Pa.	67	.....	Dec. 31	654,436	None	None	83,187	737,623	.....	None	206,974	.....
Kalamazoo, Mich.	55	74,122	Dec. 31	603,855	133,113	266,730	179,269	1,182,867	1,008,599	330,252	None	304,502
Kenosha, Wis.	50	68,613	Dec. 31	1,084,334	640,168	100,000	294,090†	2,118,592†	.....	33,736	149,000	492,241
Lakewood, Ohio	71	110,840	Dec. 31	429,851	.....	181,000	152,138	762,989	.....	.....	7,500	558,222
Lancaster, Pa.	60	108,488	Dec. 31	431,437	.....	50,000	.....	545,699	1,027,135	.....	.....	219,352
Lansing, Mich.	78	109,301	Apr. 30	1,349,729	288,861	119,000	110,957	1,868,547	942,382	2,261,400	428,333	1,570,948

Lincoln, Neb.	76	95,272	Aug. 31	810,433	None	None	72,733	883,166	.....	781,744	485,611	174,128
McKeesport, Pa.	55	54,649	Dec. 31	529,335	.....	213,000	272,732	1,015,067	1,219,917	224,722	131,654	580,000
Madison, Wis.*	58	146,258	Dec. 31	2,200,915*	None	290,000	742,627	2,943,542	1,663,855	357,231	None	30,476
Malden, Mass.	58	71,482	Dec. 31	2,710,860†	89,107	3,336,335	537,314	6,673,615†	.....	.....	243,500	1,177,259
Manchester, N. H.	77	93,278	Dec. 31	2,633,266†	109,961	1,900,000	957,828	5,601,055†	.....	203,030	250,000	507,454
New Britain, Conn.	68	102,205	Mar. 31	2,824,249†	59,226	2,273,264	349,447	5,506,186†	.....	184,235	213,549	1,003,917
New Rochelle, N. Y.	54	200,789	Dec. 31	4,617,940†	440,188	1,425,000	504,347†	6,987,475†	.....	.....	226,000	2,583,238
Niagara Falls, N. Y.	75	147,119	Dec. 31	1,391,113	.....	450,000	290,631	1,681,744	1,592,149	405,872	400,000	.....
Oak Park, Ill.	64	76,439	Dec. 31	593,339	None	387,269	489,956	1,470,564	.....	.....	184,000	863,028
Pasadena, Calif.	76	130,622	June 30	2,038,708	.....	None	1,064,181	3,102,889	3,170,953	3,048,406	2,993,627	394,314
Passaic, N. J.	63	92,298	Dec. 31	3,027,662†	None	72,500	418,944	3,519,106†	.....	None	None	3,963,257
Pawtucket, R. I.	77	143,314	Dec. 31	2,911,459	.....	900,000	331,582†	4,143,041†	.....	471,158	.....	1,269,539
Pontiac, Mich.	65	53,169	Dec. 31	754,764	271,009	.....	107,978	1,133,751	.....	215,092	.....	5,023,164
Port Arthur, Tex.	51	27,021	Dec. 31	480,755	None	50,000	41,791	572,546	.....	193,328	20,000	431,484
Quincy, Mass.	72	129,034	Dec. 31	3,510,047†	412,563	2,500,000	1,099,310	7,521,920†	.....	376,381	681,000	1,841,732
Racine, Wis.	68	104,807	Dec. 31	372,147	780,993	497,962	606,962	2,257,143	1,166,353	319,843	208,000	1,970,029
Roanoke, Va.	69	69,657	Dec. 31	1,595,987†	.....	575,000	674,574	2,845,561†	.....	None	None	561,245
Rockford, Ill.	86	52,000	Dec. 31	646,314	None	395,000	250,223	1,291,537	.....	277,437	.....	260,000
Sacramento, Calif.	94	102,445	Dec. 31	1,749,429	.....	.....	373,480	2,122,909	.....	503,559	.....	284,847
St. Joseph, Mo.	81	67,225	Apr. 17	810,564	None	None	410,186	1,220,750	.....	None	None	461,889
San Jose, Calif.	58	41,587	Nov. 30	608,663	.....	.....	126,966	735,629	.....	.....	.....	.....
Savannah, Ga.	85	63,066	Dec. 31	1,248,029	.....	255,000	657,590	2,160,619	.....	.....	.....	494,708
Shreveport, La.	77	85,797	Dec. 31	483,000	.....	420,000	144,701	1,047,701	.....	75,000	882,000	12,413
Sioux City, Iowa	79	85,575	Mar. 31	1,116,125	None	None	538,704	1,654,830	.....	294,224	71,000	212,576*
Springfield, Mo.	58	40,211	June 30	541,180	None	50,000	223,130	814,310	707,334	None	None	197,755
Springfield, Ohio	69	78,799	Dec. 31	219,328	None	None	187,461	406,789	699,257	153,482	450,974	.....
Terre Haute, Ind.	63	52,148	Dec. 31	604,993	.....	.....	46,650	651,643	.....	.....	.....	894,192
Topeka, Kans.	64	84,618	Dec. 29	1,402,365*	172,780	.....	132,819	1,709,864	1,485,077	376,422	145,417	.....
Troy, N. Y.	73	75,547	Dec. 31	1,964,809	317,470	1,859,000	441,253	4,582,531	868,338	404,341	1,186,112	817,894
Union City, N. J.	59	67,419	Dec. 31	2,613,015†	.....	282,500	312,127	3,207,642†	.....	.....	.....	3,218,723
Waco, Tex.	53	52,757	Sept. 30	1,045,664	None	None	155,529	1,201,193	508,775	270,265	None	686,885
Waterbury, Conn.	100	170,282	Dec. 31	3,768,139	69,028	3,300,000	325,935	7,463,101	1,610,708	369,508	1,400,000	3,036,668
Wheeling, W. Va.	62	92,286	June 30	648,240	None	None	100,621	748,861	528,004	289,958	.....	296,997
York, Pa.	55	48,750	Dec. 31	362,000	None	None	131,000	493,000	.....	.....	None	155,000
30,000 to 50,000												
Alameda, Calif.	35	32,778	June 30	345,747	None	None	133,224	478,971	.....	561,759	None	86,503
Alton, Ill.	30	17,044	Apr. 1	203,045	None	148,800	35,213	387,057	.....	None	None	.....
Amarillo, Tex.	43	28,734	Dec. 31	504,715	.....	.....	96,757	601,471	.....	.....	.....	35,396
Amsterdam, N. Y.	35	60,783	Apr. 15	299,761	None	333,655	61,934	695,350	None	302,612	None	201,984
Arlington, Mass.	36	62,311	Dec. 31	1,633,936†	239,956	1,600,000	353,818	3,827,710†	.....	166,457	None	675,032
Auburn, N. Y.	37	52,604	June 30	646,549	105,500	157,000	166,183	1,075,432	616,895	157,918	864,446	238,452
Baton Rouge, La.	31	37,151	Dec. 31	472,175	None	120,000	87,258	679,433	.....	.....	None	165,565
Battle Creek, Mich.	44	42,925	June 30	729,437	98,691	None	79,865	907,993	.....	145,813	None	318,728
Bay City, Mich.	47	39,020	June 30	702,922	18,408	490,483	82,165	1,293,978	.....	477,029	None	718,789
Bellingham, Wash.	31	13,283	Dec. 31	329,484	12,273	None	32,256	374,013	.....	169,146	None	168,252
Berwyn, Ill.	47	30,000	Dec. 31	227,052	None	116,202	256,513	599,768	None	None	None	931,519

Table XI.—Assessed Valuation, Receipts and Delinquent Taxes in Cities Over 30,000—Continued

City	Pop. 1930 (000 omitted)	Assessed Valuation (000 omitted)	End of Fiscal Year	General Fund Cash Receipts in 1933 (or Last Fiscal Year): General Property tax (all local purposes except Schools)	Govt. Grants (Federal and State Outright Grants)	Borrowings Against Current Income (Tax Anticipation, etc.)	All Non-Tax Revenues (License fees, etc.)	Total Receipts General Fund	School Receipts	Receipts from Utilities (City-owned)	Receipts from Proceeds of Bond Sales	Total Accumulated Delinquent Taxes Last Fiscal Year
30,000 to 50,000—Continued												
Bloomfield, N. J.	38	$ 69,739	Dec. 31	$ 1,873,902	$ 89,265	$ 1,689,923	$ 296,875	$ 3,949,966	$ 404,000	$ 248,188	$ 312,150	$ 1,279,754
Brookline, Mass.	47	165,920	Dec. 31	3,243,935†	274	1,600,000	928,050	5,772,259†	.....	286,945	None	.....
Butte, Mont.	40	53,354	June 30	455,889	.....	.....	82,243	538,131	.....	.....	.....	362,897
Chelsea, Mass.	46	49,845	Dec. 31	1,729,813†	263,742	2,045,895	316,834	4,356,284†	.....	167,744	57,000	959,783
Chicopee, Mass.	44	42,875	Nov. 30	1,145,772	110,544	1,350,000	390,436	2,996,752	536,716	542,430	445,000	859,425
Colo. Springs, Colo.	33	28,704	Dec. 31	402,312	.....	.....	183,445	585,756	751,220	1,077,485	317,000	96,662
Columbus, Ga.	43	38,564	Dec. 31	473,054	.....	77,000	311,212	861,267	.....	.....	.....	278,941
Dubuque, Iowa	42	33,011	Mar. 31	623,912	.....	None	68,505	692,416	.....	142,958	140,000	201,336
E. Cleveland, Ohio	40	54,665	Dec. 31	591,266	.....	.....	37,255	628,521	1,100,000	151,260	.....	1,500,000
Elgin, Ill.	36	.....	Dec. 31	258,450	None	193,000	58,124	509,574	457,152	107,394	23,902	25,000
Fitchburg, Mass.	41	50,999	Nov. 30	1,827,272	97,190	2,432,000	245,617†	4,602,079†	.....	135,493	200,000	612,272
Green Bay, Wis.	37	51,127	Dec. 31	1,661,618*	89,301	323,493	518,205	2,592,617*	.....	.....	.....	.....
Hagerstown, Md.	31	39,318	May 31	330,904	None	25,000	35,036	390,944	None	511,821	None	189,301
Haverhill, Mass.	49	55,304	Dec. 31	1,814,746†	50,699	1,927,000	483,246	4,275,692†	.....	175,170	375,000	771,912
High Point, N. C.	37	36,023	June 30	495,790	.....	3,000	258,450	757,240	None	395,282	None	461,368
Jamestown, N. Y.	45	64,407	Dec. 31	796,292	172,125	1,789,596	1,360,760	4,118,773	865,964	975,873	.....	844,791
Joliet, Ill.	43	21,412	Dec. 31	207,000	None	233,000	52,000	492,000	.....	184,000	None	236,000
Joplin, Mo.	33	30,041	Dec. 31	229,445	None	None	96,157	325,702	.....	.....	None	347,708
Kokomo, Ind.	33	28,393	Dec. 31	335,596	.....	.....	50,000	385,596	.....	.....	.....	.....
La Crosse, Wis.	40	46,037	Dec. 31	774,485†	None	None	556,510†	1,330,995†	.....	112,608	7,460	12,381
Lewiston, Me.*	35	33,196	Dec. 31	1,008,106	None	None	123,796	1,131,900	176,363	97,071	198,000	522,029
Lexington, Ky.	46	50,277	Dec. 31	848,469	.....	310,000	166,155	1,324,624	416,704	.....	.....	90,285
Lynchburg, Va.	41	45,193	Dec. 31	425,301	100,000	465,000	336,688	1,626,988	444,762	181,083	None	.....
Muncie, Ind.	47	39,734	Dec. 31	333,465	.....	18,000	66,066	417,530	.....	.....	.....	.....
Muskegon, Mich.	41	47,330	Dec. 31	530,664	634,136	8,000	104,800	1,277,600	.....	138,610	50,000	496,460
Nashua, N. H.	31	.....	Dec. 31	906,289†	41,168	685,000	189,318†	2,020,774†	.....	.....	.....	.....
Newark, Ohio	31	29,010	Dec. 31	279,875	None	None	27,619	307,494	399,503	115,475	52,202	70,008
Newburgh, N. Y.	31	40,890	Dec. 31	531,340	.....	244,314	109,569	885,223	.....	243,282	298,052	213,109
New Castle, Pa.	49	50,869	Dec. 31	584,682	None	10,000	25,244	620,026	.....	None	None	373,680
Norwalk, Conn.	36	.....	Sept. 1	1,230,344†	18,877	869,487	91,992	2,210,700†	.....	.....	None	576,623
Ogden, Utah	40	36,112	Dec. 31	461,151	None	363,351	76,423	900,925	631,117	177,425	24,425	.....
Oshkosh, Wis.	40	46,507	Dec. 31	1,395,210	.....	.....	422,214†	1,817,424†	.....	.....	.....	201,886
Paducah, Ky.	34	21,725	Dec. 31	330,591	.....	236,000	100,535	667,126	184,885	199,152	56,000	231,864
Pensacola, Fla.	32	26,471	Oct. 31	342,646	None	None	150,449	493,095	None	93,170	None	787,939
Perth Amboy, N. J.	44	50,350	Dec. 31	1,608,047	None	3,552,530	327,534	5,488,111	.....	.....	13,381	3,587,109
Port Huron, Mich.	31	31,572	Apr. 30	413,945	None	None	219,500	633,446	584,814	125,513	135,790	354,404
Portsmouth, Ohio	43	50,859	Dec. 31	552,293	96,738	81,237	224,017	954,285	.....	213,394	26,677	352,682
Portsmouth, Va.	46	.....	Dec. 31	727,988	15,401	.....	380,454	1,123,843†	.....	331,330	14,000	857,981

Poughkeepsie, N. Y. ..	46	53,126	Dec. 31	.....	.....	.....	.....	.....	.....	.....	.....	.....
Richmond, Ind.	32	31,394	Dec. 31	340,605	42,077	None	75,681	462,958	445,779*	839,475	None	287,873
Rome, N. Y.	32	29,307	Dec. 31	886,110†	.....	125,471	467,567	1,479,148†	.....	137,265	41,833	109,285
St. Petersburg, Fla.....	40	85,928	Sept. 30	982,088	.....	.....	235,377	1,217,465	.....	662,624	.....	2,798,580
Salem, Mass.....	43	58,235	Dec. 31	1,219,590†	85,312	1,937,000	2,088,259	5,330,160†	.....	175,197	124,000	694,025
San Bernardino, Calif. ..	37	14,053	June 30	269,297	3,844	None	110,408	383,550	.....	.....	None	.....
Santa Ana, Calif.....	30	17,786	June 30	359,708	8,603	.....	130,299	498,610	401,996	144,445	None	63,114
Santa Barbara, Calif....	34	43,379	June 30	743,756	.....	.....	83,440	827,196	.....	221,506	1,048,702	76,826
Santa Monica, Calif.....	37	51,975	June 30	883,293	None	None	408,160	1,291,452	.....	272,661	692,554	108,455
Sheboygan, Wis.....	39	46,050	Dec. 31	453,794	451,027	None	455,353	1,360,174	474,607	313,473	None	92,848
Stamford, Conn.....	46	143,836	Sept. 30	1,885,169	114,468	2,401,897	90,281	4,491,816	.....	.....	704,778	1,206,604
Stockton, Calif.....	48	62,156	Dec. 31	1,014,924	None	75,000	239,526	1,329,450	.....	.....	None	215,583
Superior, Wis.....	36	44,482	Dec. 31	465,907	407,737	None	500,659	1,374,303	689,392	None	None	261,759
Tucson, Ariz.....	33	20,925	June 30	495,059	None	None	94,087	589,146	.....	246,889	.....	108,555
Warren, Ohio.....	41	50,835	Dec. 31	85,000	180,000	.....	795,000	1,060,000	.....	196,000	None	.....
Waterloo, Iowa.....	46	35,540	Mar. 31	479,776	None	19,200	75,247	562,901	605,305	147,372	86,735	53,000
Watertown, Mass.....	35	53,388	Dec. 31	2,035,141	51,304	1,750,000	184,285	4,020,730†	.....	181,661	.....	749,529
Watertown, N. Y.....	32	48,477	June 30	620,144	216,197	335,000	198,604	1,369,945	799,499	275,811	15,000	.....
West Allis, Wis.....	35	49,607	Dec. 31	307,972	49,415	None	140,412	497,799	862,395	95,693	None	179,991
Wichita Falls, Tex.....	44	30,676	Mar. 31	445,553	.....	.....	37,981	483,534	522,450	207,418	.....	566,366
Williamsport, Pa.....	46	39,346	Dec. 31	455,760	None	100,000	127,954	683,715	873,858	None	None	250,508
Wilmington, N. C.....	32	35,521	June 30	375,609	.....	125,000	92,354	582,963	None	134,786	None	367,033
Woonsocket, R. I.	49	81,777	Dec. 31	1,944,154	161,354	1,317,200	294,405†	3,717,113†	.....	235,520	None	1,108,889

The cities of over 30,000 not reporting financial data are (by population groups): *Over 500,000*—Philadelphia (only expenditures not reported); Washington, D. C. has no debt. *300,000 to 500,000*—Jersey City, N. J.; New Orleans, La.; and Seattle, Wash. *200,000 to 300,000*—Akron, Columbus, and Dayton, Ohio; Houston, Tex.; Memphis, Tenn.; St. Paul, Minn.; Syracuse, N. Y. *100,000 to 200,000*—Albany, N. Y.; Cambridge, Mass.; Canton, Ohio; Elizabeth, N. J. (only expenditures not reported); Fall River, Mass.; Fort Wayne, Ind.; Hartford, Conn.; Long Beach, Calif.; Paterson, N. J.; Reading, Pa.; Richmond, Va.; San Diego, Calif.; South Bend, Ind.; Tampa, Fla.; Yonkers, N. Y.; and Youngstown, Ohio. *50,000 to 100,000*—Atlantic City, N. J.; Augusta, Ga.; Charleston, S. C.; Charleston, W. Va.; Columbia, S. C.; East St. Louis, Ill.; Hammond, Ind.; Hamtramck, Mich.; Harrisburg, Pa.; Holyoke, Mass.; Lawrence, Mass.; Little Rock, Ark.; Macon, Ga.; Medford, Mass.; Mobile, Ala.; Montgomery, Ala.; Mt. Vernon, N. Y.; Newton, Mass.; Pueblo, Colo.; Saginaw, Mich. (only expenditures not reported); Schenectady, N. Y.; Springfield, Ill.; Wilkes-Barre, Pa.; and Winston-Salem, N. C. *30,000 to 50,000*—Anderson, Ind.; Aurora, Ill.; Bloomington, Ill.; Clifton, N. J.; Council Bluffs, Iowa; Cranston, R. I.; Cumberland, Md.; Danville, Ill.; Easton, Pa.; Elkhart, Ind.; Elmira, N. Y.; Everett, Mass.; Everett, Wash.; Fort Smith, Ark.; Hazelton, Pa.; Jackson, Miss.; Kearny, N. J.; Laredo, Tex.; Lima, Lorain, Mansfield, and Marion, Ohio; Meriden, Conn.; Meridian, Miss.; Moline, Ill. (only expenditures not reported); Montclair, N. J.; Muskogee, Okla.; New Brunswick, N. J.; Newport News, Va.; Norristown, Pa.; Norwood, Ohio; Orange, N. J.; Phoenix, Ariz.; Pittsfield, Mass.; Plainfield, N. J.; Poughkeepsie, N. Y. (only expenditures not reported); Quincy, Ill. (only expenditures not reported); Raleigh, N. C.; Revere, Mass.; Rock Island, Ill.; Sioux Falls, S. D.; Steubenville, Ohio; Taunton, Mass.; Waltham, Mass.; Waukegan, Ill.; West New York, N. J.; White Plains, N. Y.; and Zanesville, Ohio.

Brockton, Massachusetts: Includes state income, corporation, and motor vehicle taxes.
Cincinnati, Ohio: Excluding sinking and bond retirement fund.
Covington, Kentucky: Non-tax revenues and total receipts figures include utilities; delinquent tax figure includes delinquent water rents.
Des Moines, Iowa: Tax levy is given instead of tax receipts.
Durham, North Carolina: All figures are on accrual basis.
Erie, Pennsylvania: Includes proceeds of collateral, defaulting bonds, depository bonds, also sale of refunding bonds diverted to operating.
Grand Rapids, Michigan: Borrowings against current income include $688,313 RFC loans for relief. School fiscal year ended June 30, 1933.
Green Bay, Wisconsin: Includes schools and utilities and also state and county tax.
Jackson, Michigan: Includes $10,500 special assessments.
Jacksonville, Florida: Includes transfers from utilities funds to general funds.
Knoxville, Tennessee: All figures on accrual basis.
Lewiston, Maine: Figures are for calendar year 1933, part of two fiscal years.
Los Angeles, California: Includes $823,621 street lighting assessment funds and $1,517,505 special improvement funds.
Lynn, Massachusetts: Includes utilities.
Madison, Wisconsin: All figures 1932; property tax includes special assessments.
Milwaukee, Wisconsin: Tax levy instead of tax receipts.
Norfolk, Virginia: Includes schools and utilities.
Rochester, New York: All figures on accrual basis.
Topeka Kansas: Includes $271,706 special assessment tax.
Wichita, Kansas: Includes $548,314 special assessment tax.

Table XII

EXPENDITURES IN 1933 OF 209 CITIES OVER 30,000

Cities are arranged alphabetically by population groups. An asterisk (*) refers to notes at the end of the table.

City	Pop. 1930 (000 omitted)	General Fund Expenditures 1933 (or Last Fiscal Year)						School Expenditures	Expenditures of Utilities	Expenditures from Proceeds of Bond Sales
		Unemployment Relief (from current funds only)	Debt Service (principal, interest, and sinking fund)	Repayment of Current Borrowings	Operation and Maintenance (all except schools and utilities)	Capital Outlay from Current Funds	Total Expenditures General Fund			
Over 500,000										
Baltimore, Md.	805	None	$ 11,222,464*	$ 17,000,000	$ 16,741,550	None	$ 44,964,014	$ 7,777,186	$ 898,585	.....
Boston, Mass.	781	$14,700,276	14,136,715	45,000,000	47,930,063	1,880,834	123,647,948	14,908,717	7,238,169	7,624,236
Buffalo, N. Y.*	573	9,825,078	10,807,734	992,000	15,329,951	99,379	37,055,142	10,825,680	1,048,318	1,242,266
Chicago, Ill.	3,376	None	10,680,000	45,110,300	53,329,596	None	109,119,896	.....	11,200,000	.....
Cleveland, Ohio	900	None	.....	None	11,826,348	4,282	.....	None	4,410,386	4,044,380
Detroit, Mich.	1,569	1,821,630	30,980,490	1,564,526	42,323,581	1,022,750	76,689,786	19,464,088	22,704,576	None
Los Angeles, Calif.	1,238	None	13,865,134	None	26,337,860	.....	30,202,994	.....	22,667,936	5,393,719
Milwaukee, Wis.	578	.....	6,092,222	3,125,000	12,184,959	73,562	21,475,743	9,459,260	2,048,075	2,488,531
New York, N. Y.	6,930	72,773,955*	172,168,851	180,705,200	284,141,478	17,273,127	496,457,411	140,288,363	29,177,221	75,715,000
Pittsburgh, Pa.	670	.....	5,971,833	750,000	14,012,489*	.....	20,734,321*	.....	.....	.....
St. Louis, Mo.	822	643,391	5,116,965	.....	19,141,815	821,358	25,728,529	.....	2,760,862	6,446,129
San Francisco, Cal.	634	1,988,539	12,244,035	None	24,228,974	1,551,832	40,013,380	8,816,064	4,608,786	7,642,508
300,000 to 500,000										
Cincinnati, Ohio	451	None	4,074,483	185,000	8,170,512	None	12,330,004	6,691,582	1,968,606	1,852,544
Indianapolis, Ind.	364	None	1,633,344	1,300,000	3,392,018	None	6,352,362	.....	.....	160,741
Kansas City, Mo.*	400	.....	2,286,260	600,000	6,980,730	.....	9,866,990	7,001,458*	2,254,859	2,973,797
Louisville, Ky.	308	370,000	1,367,387	1,013,640	4,649,164*	.....	7,400,191	.....	.....	.....
Minneapolis, Minn.	464	1,234,000*	7,875,574	2,000,000	8,389,639	470,887	19,970,100	7,723,854	1,227,483	3,442,434
Newark, N. J.	442	380,645	7,304,837	None	12,913,461	.....	20,598,943	10,273,096	2,429,583	1,465,988
Portland, Ore.	302	131,542	1,768,412	4,300,475	4,034,351	53,416	10,288,196	.....	1,605,975	1,038,234
Rochester, N. Y.*	328	1,465,245	5,263,302	2,570,000	9,846,471	None	19,145,018	8,030,607	1,314,188	None
Washington, D. C.	487	475,000	None	None	31,512,425	.....	31,987,425	11,263,791	2,712	None
200,000 to 300,000										
Atlanta, Ga.	270	131,743	1,476,411	775,757	5,732,562	None	8,116,477	2,853,354	370,022	5,808
Birmingham, Ala.	260	6,700	1,277,661	2,500,100	2,138,032	26,218	6,009,011	2,275,001	.....	.....
Dallas, Tex.	260	50,688	2,413,013	None	3,105,458	48,807	5,617,965	3,103,980	1,370,480	2,133,689
Denver, Colo.	288	432,400	122,438	None	7,215,902	170,612	7,941,351	5,570,513*	2,956,318	316,800

Oakland, Calif.*	284	81,056	1,074,838	.....	6,043,126	548,405	6,591,531	.....	.....	.....
Omaha, Nebr.	214	.....	1,548,325	.....	1,973,681	.....	3,522,006	4,575,460	2,547,033	.....
Providence, R. I.	253	649,886	3,869,723	None	7,079,486	None	11,599,095	4,206,787	527,292	None
San Antonio, Tex.	232	None	1,432,763	1,593,500	1,841,290	53,456	4,921,009	2,456,845	967,780	50,000*
Toledo, Ohio	291	1,711,903	2,455,723	None	4,497,029	.....	8,664,653	.....	1,199,948	160,000
100,000 to 200,000										
Bridgeport, Conn.	148	658,929	1,453,523	500,000	2,957,556	.....	5,570,007	2,452,419	None	899,153
Camden, N. J.	119	40,000	1,531,255	1,204,342	1,565,207	5,000	4,345,805	1,287,494	330,378	9,500
Chattanooga, Tenn.	120	8,419	849,909	217,032	1,412,583	285,813	2,773,756	872,785	.....	.....
Des Moines, Ia.	143	None	648,878	.....	2,264,474	398,527	3,092,973	.....	.....	.....
Duluth, Minn.	101	.....	603,135	476,500	1,309,584	.....	2,389,218	.....	1,210,630	.....
El Paso, Tex.	102	14,243	813,258	.....	960,616	.....	1,788,116	620,892	449,628	102,898
Erie, Pa.	116	None	624,492	370,000	1,231,906	None	2,226,398	2,218,610	537,514	500,000
Evansville, Ind.	102	None	125,318	None	1,059,632	None	1,184,949	1,306,382*	552,115	None
Flint, Mich.	156	412,413	374,104	375,000	1,397,729	None	2,559,246	3,142,712	481,001	296,000
Fort Worth, Texas	163	107,482	1,004,989	400,515	1,374,720	92,519	2,980,225	None	1,261,335	137,082
Grand Rapids, Mich.	169	501,542	704,790	300,000	2,126,699	66,999	3,700,030	3,174,110*	790,421	2,226,754*
Jacksonville, Fla.	130	.....	1,638,133	.....	2,542,539	213,387	4,394,060	.....	4,150,015*	6,890
Kansas City, Kans.	122	.....	732,953	.....	1,148,618	.....	1,881,571	.....	.....	.....
Knoxville, Tenn.*	106	77,888	1,250,711	755,699	1,166,826	196,746	2,622,071	971,610	464,401	None
Lowell, Mass.	100	.....	1,016,604	4,651,800	3,599,691	.....	9,268,095	1,037,001	320,984	.....
Lynn, Mass.	102	.....	975,256	5,733,050	3,554,811	36,250	10,299,217	1,461,213	33,486	175,000
Miami, Fla.	111	101,500	834,179	.....	2,126,827	97,874	3,160,380	.....	127,109	.....
Nashville, Tenn.	154	20,000*	1,784,325	None	3,617,500	None	5,421,825	1,158,854	315,132	339,189
New Bedford, Mass.	113	720,000	1,472,840	6,157,000	2,244,106	.....	10,593,946	1,337,342	243,107	.....
New Haven, Conn.	163	191,781	2,710,247	4,650,000	4,547,785	900	12,100,713	2,668,857	.....	2,249,678*
Norfolk, Va.	130	129,427	2,834,765*	1,675,000	2,322,559*	28,824	6,990,574*	1,105,178	.....	209,358
Oklahoma City, Okla.	185	225,384	1,857,591	None	1,798,249	119,724	4,000,947	.....	222,544	.....
Peoria, Ill.	105	.....	.....	482,578	780,094	.....	1,262,672	.....	.....	.....
Salt Lake City, Utah	140	.....	540,975	1,048,300	2,216,731	.....	3,806,006	.....	.....	.....
Scranton, Pa.	143	.....	330,024	.....	1,876,450	73,821	2,280,345	.....	.....	2,075
Somerville, Mass.	104	738,654	580,404	6,507,550	2,305,883	97,450	10,229,941	1,445,962	.....	42,238*
Spokane, Wash.	116	8,857	190,854	400,000	1,229,967	172,726	2,002,404	1,694,966*	433,549	100,000
Springfield, Mass.	150	2,461,909	1,497,481*	8,700,000	9,059,485*	55,192	21,774,068*	.....	1,153,450	239,390
Tacoma, Wash.	107	.....	137,823	None	1,438,381	None	1,576,204	1,485,351*	1,620,361	None
Trenton, N. J.	123	112,364	1,573,465	3,269,000	2,502,285	None	7,457,113	1,690,176	497,823	None
Tulsa, Okla.	141	None	1,758,214	.....	1,806,183	.....	3,564,397	.....	.....	.....
Utica, N. Y.	102	129,726	1,992,525	2,000,000	2,220,245	.....	6,342,496	1,650,612	.....	.....
Wichita, Kans.	111	None	1,372,718	None	1,029,388	.....	2,630,484	.....	.....	286,112
Wilmington, Del.	107	5,530	975,915	.....	1,490,281	252,280	2,624,006	241,939	306,800	.....
Worcester, Mass.	195	.....	2,441,905	12,830,000	9,010,387	612,031	24,894,323	3,102,168	458,286	1,621,200
50,000 to 100,000										
Allentown, Pa.	93	None	389,622	60,000	568,414	.....	1,018,037	1,458,177	258,122	217,498
Altoona, Pa.	82	.....	181,836	400,000	488,675	.....	1,070,511	.....	189,127	None
Asheville, N. C.	50	31,665	590,951	None	657,679	1,973	1,629,398	None	351,324	None

TABLE XII.—EXPENDITURES IN 1933 OF 209 CITIES OVER 30,000—Continued

City	Pop. 1930 (000 omitted)	General Fund Expenditures 1933 (or Last Fiscal Year): Unemployment Relief (from current funds only)	Debt Service (principal, interest, and sinking fund)	Repayment of Current Borrowings	Operation and Maintenance (all except schools and utilities)	Capital Outlay from Current Funds	Total Expenditures General Fund	School Expenditures	Expenditures of Utilities	Expenditures from Proceeds of Bond Sales
50,000 to 100,000—Continued										
Austin, Tex.	53	13,737	508,039	.....	648,898	15,501	1,186,174	476,875	670,613	177,287
Bayonne, N. J.	89	7,039	662,645	10,011,936	5,013,244	None	15,694,864	1,824,441	None	.....
Beaumont, Tex.	58	None	536,054	292,000	454,691	8,301	1,291,045	391,829	247,046	89,626
Berkeley, Calif.	82	None	155,159	None	1,226,697	85,601	1,467,456	258,964	None	15,879
Bethlehem, Pa.	58	.....	415,689	65,000	585,555	91,728	1,157,972	.....	.....	.....
Binghamton, N. Y.	77	431,349	1,157,230	None	2,695,773	None	4,284,153	1,426,271	161,935	.....
Brockton, Mass.	64	643,840	560,957	2,015,000	1,682,397	.....	3,758,354	814,113	121,540	200,000
Cedar Rapids, Iowa	56	.....	285,370	.....	695,989	.....	981,359	.....	209,397	.....
Charlotte, N. C.	83	20,819	505,507	100,000	1,181,154	35,679	1,843,159	710,278	430,116	17,049
Chester, Pa.	59	None	307,434	105,000	482,451	None	894,885	.....	None	209,155
Cicero, Ill.	67	None	None	447,770	377,314	None	825,085	None	131,800	None
Cleveland Hgts., Ohio	51	None	None	650,000	465,638	3,147	1,118,785	1,610,715	427,170	1,023
Covington, Ky.	65	14,130	229,732*	190,000	1,456,610*	None	1,890,472*	.....	.....	.....
Davenport, Iowa	61	None	.....	.....	361,007	.....	361,007	.....	.....	.....
Dearborn, Mich.	50	213,732	1,021,630	.....	1,898,296	.....	3,133,657	.....	303,093	100,000
Decatur, Ill.	58	.....	82,242	249,024	314,140	.....	645,407	972,109	160,659	.....
Durham, N. C.*	52	.....	931,654	.....	549,769	.....	1,481,422	.....	381,956	120,900
East Chicago, Ind.	55	None	102,731	253,882	649,733	None	1,006,346	835,576	285,443	None
East Orange, N. J.	68	88,286	764,594	795,750	2,356,897	6,502	4,012,028	828,965	291,956	.....
Evanston, Ill.	63	1,800	95,228	726,700	1,065,848	.....	1,889,575	.....	.....	.....
Fresno, Calif.	53	5,194	56,859	300,000	1,100,905	164,490	1,627,448	.....	253,509	None
Galveston, Tex.	53	3,024	838,444	None	945,670	8,056	1,795,193	.....	96,738	302,695
Glendale, Calif.	63	6,680	137,470	None	825,750	45,002	1,075,022	.....	1,039,797	None
Greensboro, N. C.	54	19,353	896,268	.....	467,859	36,390	1,419,869	.....	60,362	.....
Hamilton, Ohio	52	None	509,620	39,000	582,791	None	1,131,411	None	752,456	75,866
Highland Park, Mich.	53	136,400	352,253	65,000	962,779	.....	1,516,431	1,279,882	140,336*	.....
Hoboken, N. J.	59	28,004	875,327	384,766	2,647,010	.....	3,935,107	1,153,497	.....	.....
Huntington, W. Va.	76	17,762	126,255	.....	523,058	.....	667,075	.....	None	None
Irvington, N. J.	57	.....	767,627	1,770,379	1,628,790	.....	4,166,795	827,412	.....	758,800
Jackson, Mich.	55	333,988	105,597	.....	569,924	50,241	1,059,649	.....	91,954	.....
Johnstown, Pa.	67	None	396,645	.....	550,138	.....	946,782	.....	.....	.....
Kalamazoo, Mich.	55	.....	81,984	240,496	702,469	9,896	1,034,845	847,547*	343,186	192,316
Kenosha, Wis.	50	274,358	214,466	25,000	772,428	52,381	1,338,633	690,913	None	149,000
Lakewood, Ohio	71	25,161	.....	160,000	572,494	4,329	761,984	.....	.....	7,500
Lancaster, Pa.	60	.....	333,861	50,000	1,018,966*	.....	1,402,826*	.....	.....	.....
Lansing, Mich.	78	317,864	472,891	None	1,151,533	.....	1,942,288	1,149,761	2,498,782	146,862
Lincoln, Nebr.	76	19,837	99,434	.....	644,421	93,266	856,958	.....	737,657	175,414

McKeesport, Pa.	55	.....	164,989	238,000	563,301	.....	966,290	1,051,171	.....	130,716
Madison, Wis.*	58	None	1,338,845	290,000	1,403,363	749,734	3,466,455	1,621,796	244,918	.....
Malden, Mass.	58	35,000	366,117	3,229,335	3,068,168	.....	6,698,619*	.....	.....	.....
Manchester, N. H.	77	.....	687,071	1,900,000	2,056,924	None	4,643,995	656,567	168,955	.....
New Britain, Conn.	68	974,297	1,345,000	393,694	.....	.....	.....	1,066,992	212,504	310,000
New Rochelle, N. Y.	54	150,500	1,402,463	770,000	1,912,172	7,360	4,080,322	1,835,000	.....	226,000
Niagara Falls, N. Y.	75	1,026,723	431,009	645,000	1,737,634	49,100	3,889,466	2,034,515	424,430	.....
Oak Park, Ill.	64	.....	112,357	546,747	859,592	.....	1,518,696	.....	.....	50,000
Pasadena, Calif.	76	221,636	876,383	None	1,991,971	79,381	3,169,371	3,082,407	3,729,352	2,279,717
Passaic, N. J.	63	60,000	967,353	7,500	1,244,953	.....	2,279,806	750,000	None	None
Pawtucket, R. I.	77	159,334	1,222,467	900,000	1,060,799	.....	3,342,600	760,085	454,764	.....
Pontiac, Mich.	65	22,959	107,377	.....	612,511	2,358	745,206	.....	120,552	.....
Port Arthur, Tex.	51	None	456,931	29,000	174,792	794	661,517	.....	186,572	17,587
Quincy, Mass.	72	580,896	1,226,903	2,620,000	2,499,466	77,796	7,005,061	1,139,000	266,591	189,235
Racine, Wis.	68	109,565	327,817	556,083	864,768	4,083	1,862,315	1,131,925	311,766	None
Roanoke, Va.	69	39,540	561,975	574,984	973,154	.....	2,149,653	558,650	None	None
Rockford, Ill.	86	None	103,337	422,050	684,944	121,002	1,331,333	.....	124,648	None
Sacramento, Calif.	94	14,668	337,287	.....	1,921,244	54,801	2,328,000	.....	537,096	None
St. Joseph, Mo.	81	47,788	278,173	None	1,012,267	None	1,338,228	.....	None	None
San Jose, Calif.	58	739	100,633	.....	664,146	12,747	778,265	.....	.....	.....
Savannah, Ga.	85	8,996	351,985	215,000	1,544,060	2,120,041	.....	.....	.....	.....
Shreveport, La.	77	.....	525,983	500,000	693,548	.....	1,719,531	.....	.....	882,000
Sioux City, Iowa	79	.....	225,615	.....	1,194,399	56,036	1,476,050	.....	.....	.....
Springfield, Mo.	58	8,100	76,478	50,000	618,339	12,690	765,607	656,873	None	None
Springfield, Ohio	69	None	None	None	407,103	None	407,103	760,112	189,890	238,952
Terre Haute, Ind.	63	.....	.....	.....	653,789	.....	653,789	.....	.....	.....
Topeka, Kans.	64	100,000	782,262	.....	744,986	15,503	1,642,751	1,330,757	397,479	145,417
Troy, N. Y.	73	404,149	506,619	1,608,000	2,086,548	.....	4,605,306	919,093	280,571	908,812
Union City, N. J.	59	None	774,907	None	2,427,581	.....	3,202,488*	.....	.....	.....
Waco, Tex.	53	None	512,238	None	578,029	.....	1,090,267	550,775	228,155	None
Waterbury, Conn.	100	79,816	1,244,179	3,300,000	3,060,636	62,987	7,747,618	1,694,416	659,072	377,284
Wheeling, W. Va.	62	None	261,702	None	663,896	34,163	959,761	599,093	135,918	None
York, Pa.	55	None	139,673	None	478,864	14,000	492,864	.....	.....	None
30,000 to 50,000										
Alameda, Calif.	35	None	93,435	None	559,682	79,467	732,584	.....	312,191	None
Alton, Ill.	30	12,646	.....	.....	194,077	.....	206,723	.....	.....	.....
Amarillo, Tex.	43	None	25,120	278,459	403,271	15,469	722,319	None	264,202	.....
Amsterdam, N. Y.	35	152,081	134,875	.....	440,582	.....	727,538	.....	.....	.....
Arlington, Mass.	36	233,454	381,162	1,600,000	859,071	209,763	3,283,450	682,543	60,822	None
Auburn, N. Y.	37	23,100	334,819	140,000	480,218	.....	978,137	602,278	157,012	206,446
Baton Rouge, La.	31	None	231,675	120,000	363,985	None	715,660	.....	.....	None
Battle Creek, Mich.	44	28,192	245,535	None	692,784	6,498	973,009	.....	105,002	None
Bay City, Mich.	47	26,649	203,419	423,700	591,275	27,809	1,272,852	.....	316,588	None
Bellingham, Wash.	31	None	52,451	None	254,160	5,666	312,277	.....	166,849	None
Berwyn, Ill.	47	None	5,278	71,390	581,910	None	658,578	None	None	None
Bloomfield, N. J.	38	None	556,617	2,039,923	1,321,279	None	3,917,819	.....	247,868	.....
Brookline, Mass.	47	348,576	487,961	1,500,000	2,570,511	42,486	4,949,534	875,917	164,928	81,056

Table XII.—Expenditures in 1933 of 209 Cities Over 30,000—Continued

City	Population 1930 (000 omitted)	General Fund Expenditures 1933 (or Last Fiscal Year): Unemployment Relief (from current funds only)	Debt Service (principal, interest, and sinking fund)	Repayment of Current Borrowings	Operation and Maintenance (all except schools and utilities)	Capital Outlay from Current Funds	Total Expenditures General Fund	School Expenditures	Expenditures of Utilities	Expenditures from Proceeds of Bond Sales
30,000 to 50,000—Continued										
Butte, Mont.	40	.....	261,901	.....	325,322	.....	587,223	.....	.....	.....
Chelsea, Mass.	46	550,571	360,480	2,143,328	956,787	19,683	4,030,849	525,554	134,270	57,000
Chicopee, Mass.	44	None	441,400	1,432,750	1,032,956	.....	2,907,106	536,716	489,409	445,000
Colo. Springs, Colo.	33	2,157	94,770	.....	410,661	53,541	561,140	800,538	598,430*	317,000
Columbus, Ga.	43	16,199	257,180	77,000	501,810	.....	852,190	.....	.....	.....
Dubuque, Iowa	42	None	165,452	None	543,143	None	708,595	.....	137,247	140,965
E. Cleveland, Ohio	40	26,500	200,000	None	355,500	.....	582,000	1,100,000	145,200	.....
Elgin, Ill.	36	None	32,480	240,669	215,621	3,306	492,077	436,503	104,953	23,902
Fitchburg, Mass.	41	618,847	109,856	2,297,000	851,840	71,456	3,949,000	463,117	81,775	.....
Green Bay, Wis.	37	126,116	297,555	360,462	1,095,313*	35,915	1,915,361*	589,929	.....	1,000
Hagerstown, Md.	31	None	301,998	None	258,817	191,867	752,681	None	227,260	None
Haverhill, Mass.	49	19,211	244,400	1,993,000	1,564,688	15,300	3,836,599	575,693	168,972	50,000
High Point, N. C.*	37	32,225	793,959	3,000	366,829	7,981	1,203,994	25,573	191,159	.....
Jamestown, N. Y.	45	423,870	282,697	1,522,500	2,160,390	.....	4,389,457	985,776	733,349	.....
Joliet, Ill.	43	None	74,909	125,000	455,072	23,299	678,280	None	None	None
Joplin, Mo.	33	.....	.....	.....	.....	.....	281,750	.....	.....	.....
Kokomo, Ind.*	33	.....	21,423	.....	366,499	.....	387,922	.....	.....	.....
La Crosse, Wis.	40	.....	208,294	None	575,681	.....	783,975	494,671	59,638	.....
Lewiston, Me.*	35	10,618	160,000	None	1,028,550	5,000	1,204,168	214,680	31,592	188,500
Lexington, Ky.	46	65,000	227,990	285,000	825,444	11,500	1,414,935	416,704	.....	.....
Lynchburg, Va.	41	.....	193,270	None	.....	70,638	.....	455,158	205,656	None
Muncie, Ind.	47	.....	55,899	5,056	394,408	.....	455,353	.....	.....	.....
Muskegon, Mich.	41	91,112	290,349	None	346,129	13,990	741,580	.....	99,961	50,000
Nashua, N. Y.	31	44,094	241,370	610,000	571,163	.....	1,466,627	331,336	.....	.....
Newark, Ohio	31	None	157,647	None	225,853	None	383,500	377,932	125,302	None
Newburgh, N. Y.	31	.....	101,947	298,292	508,026	.....	908,265	.....	195,033	279,322
New Castle, Pa.	49	.....	66,265	90,000	388,852	.....	545,117	.....	.....	.....
Norwalk, Conn.	36	166,122	288,312	970,000	785,320	.....	2,209,754	469,826	.....	None
Ogden, Utah	40	7,513	223,028	303,520	373,378	7,813	915,252	604,776	47,402	23,245
Oshkosh, Wis.	40	166,277	160,403	.....	940,858	16,880	284,418	412,796	.....	.....
Paducah, Ky.	34	334	185,349	178,000	335,571	.....	699,254	182,753	174,663	56,000
Pensacola, Fla.	32	None	209,470	None	335,404	11,151	556,025	None	49,560	None
Perth Amboy, N. J.	44	.....	629,684	3,357,850	1,501,484	.....	5,448,819	.....	.....	13,381
Port Huron, Mich.	31	.....	304,623	.....	372,510	.....	677,133	531,497	43,786	135,790
Portsmouth, Ohio	43	20,812	260,194	81,237	522,837	.....	885,079	.....	170,121	26,677
Portsmouth, Va.	46	.....	581,184	.....	450,634	.....	1,031,818	292,755	287,101	.....
Richmond, Ind.	32	.....	.....	.....	419,299	.....	419,299	475,027*	888,173	.....

Rome, N. Y.	32	115,590	167,167	.....	510,289	.....	793,046	483,805	103,432	.....
St. Petersburg, Fla.	40	74,808	712,758	.....	752,416	.....	1,540,082	.....	395,591	.....
Salem, Mass.	43	.....	339,979	2,730,250	1,380,640	.....	4,450,869	488,203	311,351	124,000
San Bernardino, Calif.	37	7,819	76,630	None	294,220	6,840	385,509	.....	.....	None
Santa Ana, Calif.	30	.....	80,362	None	400,735	30,500	511,597	439,243	100,784	None
Santa Barbara, Calif.	34	24,000	232,000	.....	604,522	34,844	895,366	.....	127,351	.....
Santa Monica, Calif.	37	5,512	261,490	None	1,018,824	199,682	1,485,558	.....	247,641	.....
Sheboygan, Wis.	39	180,103	109,395	None	1,005,569	106,000	1,401,067	515,433	310,364	.....
Stamford, Conn.	46	591,880	589,930	2,296,897	893,898	.....	4,372,606	.....	.....	.....
Stockton, Calif.	48	.....	511,872	.....	859,389	2,301	1,373,563	.....	.....	.....
Superior, Wis.	36	104,910	257,951	None	1,132,813	.....	1,495,674	609,071	None	None
Tucson, Ariz.	33	8,072	233,898	.....	438,540	25,363	705,873	.....	116,996	None
Warren, Ohio	41	None	395,061	.....	270,860	.....	665,921	.....	191,000	None
Waterloo, Iowa	46	None	208,159	19,200	378,818	59,174	665,361	642,855*	135,727	.....
Watertown, Mass.	35	.....	372,231	1,720,000	1,458,560	74,575	3,625,366	503,741	42,411	.....
Watertown, N. Y.	32	370,129	153,352	.....	805,371	.....	1,328,852	834,183	234,659	15,000
West Allis, Wis.	35	None	123,870	None	405,617	2,936	532,423	788,200	107,147	10,433
Wichita Falls, Tex.	44	.....	196,052	.....	343,878	.....	539,930	483,222	99,128	.....
Williamsport, Pa.	46	112,146	64,334	49,175	384,732	42,748	653,135	783,526	None	None
Wilmington, N. C.	32	4,000	188,776	50,000	333,697	None	576,473	None	126,862	None
Woonsocket, R. I.	49	88,555	946,513	1,362,200	1,116,835	3,249	3,517,352	317,863	55,633	None

BALTIMORE, MARYLAND: Includes water debt service.
BUFFALO, NEW YORK: Figures are partly on cash basis, and partly on accrual basis.
COLORADO SPRINGS, COLORADO: Accrual basis.
COVINGTON, KENTUCKY: Includes utilities.
DURHAM, NORTH CAROLINA: All figures on accrual basis.
EVANSVILLE, INDIANA: Figures for school fiscal year ending August 1, 1933.
GRAND RAPIDS, MICHIGAN: School fiscal year ends June 30. Expenditures of bond proceeds include $515,000 relief bonds and $555,750 RFC funds.
GREEN BAY, WISCONSIN: Includes amount of state and county taxes collected by city.
HIGHLAND PARK, MICHIGAN: Not including debt service.
HIGH POINT, NORTH CAROLINA: All expenditure figures on accrual basis.
JACKSONVILLE, FLORIDA: Includes transfers from utilities funds to general fund.
KALAMAZOO, MICHIGAN: Fiscal year ending June 30.
KANSAS CITY, MISSOURI: Includes expenditures from proceeds of bond sales, $446,783. All data supplied by Civic Research Institute.
KNOXVILLE, TENNESSEE: All figures on an accrual basis.
KOKOMO, INDIANA: All figures for 1932.
LANCASTER, PENNSYLVANIA: Includes schools.
LEWISTON, MAINE: Figures for calendar year 1933, part of two fiscal years.
LOUISVILLE, KENTUCKY: Various institutions not included.
MADISON, WISCONSIN: All figures for 1932.
MALDEN, MASSACHUSETTS: Includes schools.
MINNEAPOLIS, MINNESOTA: Federal grants only.
NASHVILLE, TENNESSEE: Davidson County Charities Commission.
NEW HAVEN, CONNECTICUT: For liquidation of floating indebtedness.
NEW YORK CITY: Unemployment relief from state grants.
NORFOLK, VIRGINIA: Includes utilities.
OAKLAND, CALIFORNIA: All figures on accrual basis.
PITTSBURGH, PENNSYLVANIA: Includes utility.
RICHMOND, INDIANA: School fiscal year ends July 30.
ROCHESTER, NEW YORK: All figures on accrual basis.
SAN ANTONIO, TEXAS: School only.
SOMERVILLE, MASSACHUSETTS: Other loans.
SPOKANE, WASHINGTON: School fiscal year ends June 30.
SPRINGFIELD, MASSACHUSETTS: Includes schools.
TACOMA, WASHINGTON: School fiscal year ends June 30.
UNION CITY, NEW JERSEY: Includes schools.
WATERLOO, IOWA: School fiscal year ends June 30.

Table XIII

INDEBTEDNESS IN 1933 OF 214 CITIES OVER 30,000

Cities are arranged alphabetically by population groups. An asterisk (*) refers to notes at the end of the table.

City	Gross Bonded Debt			Net Bonded Debt			Total Net Bonded Debt	Special Assessment Net Debt	Bonds Sold in 1933	Bonds Redeemed in 1933	Total Unfunded Debt (Notes, warrants, and unpaid bills)
	General	Schools	Utilities	General	Schools	Utilities					
Over 500,000											
Baltimore, Md.	$131,921,119	$ 27,121,961	$ 37,163,500	$106,599,979	$26,249,964	$ 34,020,174	$ 166,870,117	$ 610,000	$ 1,911,000	$ 4,732,900	$ 2,940,706
Boston, Mass.	94,219,300	.....	76,584,700	71,837,312	.....	63,105,984	134,943,296	135,815,273	16,336,000	9,643,500	13,500,000
Buffalo, N. Y.*	65,057,309	25,254,750	17,182,020	58,714,983	25,254,750	12,105,717	96,075,450	1,851,902	15,075,000	9,965,307	2,676,330
Chicago, Ill.	133,786,900	.....	18,025,000	132,525,030	.....	16,449,800	148,974,830	.....	110,000	2,580,000	104,956,365*
Cleveland, Ohio	83,206,879	.....	31,317,500	76,389,108	.....	28,522,382	104,911,490	9,174,045	5,057,000	9,503,503	3,850,622
Detroit, Mich.	132,269,731	67,918,520	117,018,000	120,303,921	57,905,811	106,812,011	285,021,743	5,159,645	None	15,931,165	44,691,000
Los Angeles, Calif.	43,780,125	.....	111,937,500	.....	.....	.....	.....	10,934,450*	.....	.....	None
Milwaukee, Wis.	33,719,200	9,904,967	23,000	30,725,700	8,986,733	22,000	39,734,433	.....	.....	3,914,200	3,630,000
New York, N. Y.	619,848,270	358,564,580	1,292,342,854	.....	.....	.....	1,799,799,478	97,682,000	89,915,000	16,165,487	45,834,669
Philadelphia, Pa.	569,006,500	.....	.....	385,968,375	.....	.....	385,968,375	.....	7,645,900	10,438,500	.....
Pittsburgh, Pa.	59,260,700	.....	.....	57,234,602	.....	.....	57,234,602	1,828,251	1,200,000	3,077,400	750,000
St. Louis, Mo.	70,472,000	.....	9,320,000	62,850,910	.....	8,744,315	71,595,225	.....	7,372,000	2,701,000	203,808
San Francisco, Cal.	43,514,500	13,083,000	108,479,000	.....	.....	.....	161,950,958	None	7,973,234	4,792,700	1,776,332
300,000 to 500,000											
Cincinnati, Ohio	57,514,132	16,678,500	36,800,030	37,849,161	13,315,411	20,189,276	62,353,848	5,597,280	1,282,365	3,886,762	None
Indianapolis, Ind.	.....	.....	.....	17,175,898	.....	.....	17,175,898	.....	160,730	847,310	477,522
Kansas City, Mo.*	20,835,000	21,391,300	13,450,000	20,412,302	16,446,700	11,800,913	48,669,915	1,338,645	2,900,000	4,017,000	.....
Louisville, Ky.	27,300,100	10,966,400	1,079,000	.....	.....	.....	32,808,518	None	750,000	4,000	1,000,000
Minneapolis, Minn.	26,524,576	22,102,924	4,161,000	.....	.....	3,941,417	45,535,611	11,347,596	3,170,900	5,082,778	22,481
Newark, N. J.	67,574,250	20,261,200	21,630,000	60,766,373	15,532,448	18,908,136	95,206,957	4,641,967	1,500,000	3,006,250	18,424,636
Portland, Ore.	23,578,800	.....	21,065,000	20,359,524	.....	15,459,943	35,819,467	6,466,051	1,050,000	617,000	1,343,000
Rochester, N. Y.*	35,610,270	16,336,060	7,707,000	34,442,952	15,347,261	6,358,900	56,149,113	9,008,349	5,220,000	11,421,810	1,817,770
200,000 to 300,000											
Atlanta, Ga.	6,193,000	5,406,500	2,702,000	5,050,479	5,130,779	2,234,803	12,416,061	479,659	5,808	1,516,808	1,588,896
Birmingham, Ala.	10,013,000	9,953,000	.....	.....	.....	.....	18,384,297	4,340,000	280,000	1,484,000	1,530,000
Dallas, Tex.	20,765,500	7,564,000	9,294,000	20,017,310	7,320,307	8,772,868	36,110,485	.....	3,368,000	1,066,750	521,556
Denver, Colo.	3,000,000	9,244,000	20,780,600	2,640,499	9,244,000	20,568,639	32,453,138	8,752,200	316,800	1,408,900	225,000
Oakland, Calif.*	.....	.....	.....	11,546,225	.....	.....	11,546,225	.....	40,000	536,585	539,923

Omaha, Nebr.	13,162,297	8,800,000	7,981,000	12,063,202	8,172,713	5,216,683	25,452,598	2,402,800	.....	985,000	.....
Providence, R. I.	24,628,500	14,314,000	19,500,000	32,349,218	12,320,490	13,772,792	58,442,500	.....	.....	3,296,500	3,000,260
San Antonio, Tex.	17,510,500*	7,341,000	6,501,000	15,719,848*	6,615,851	6,325,877	28,661,576	134,215	50,000*	838,000	986,300
Toledo, Ohio	25,847,500	.....	1,070,000	24,947,500	.....	1,070,000	26,017,000	345,944	160,000	1,161,000	2,000,000
100,000 to 200,000											
Bridgeport, Conn.	.....	.....	.....	10,471,710	4,229,000	.....	15,000,710	.....	650,000	1,221,376	300,000
Camden, N. J.	12,721,425	4,025,000	1,323,400	10,968,753	3,336,755	1,014,202	15,319,710	782,005	9,500	729,655	9,250,762
Chattanooga, Tenn.	.....	.....	.....	13,539,000	.....	.....	13,539,000	.....	.....	78,000	150,000
Des Moines, Ia.	.....	.....	.....	5,391,800	.....	5,633,000	10,505,745	.....	45,000	508,500	499,987
Duluth, Minn.	4,989,000	.....	2,611,000	.....	.....	.....	.....	451,000*	355,000	385,333	74,390
Elizabeth, N. J.	2,134,750	5,776,350	4,874,000	.....	.....	4,874,000	7,202,604	2,338,000	.....	.....	4,091,866
El Paso, Tex.	4,654,000	2,851,000	1,900,000	4,151,909	2,337,194	1,681,365	8,170,468	.....	None	293,000	897,190
Erie, Pa.	6,227,000	5,188,000	1,440,000	5,849,263	5,188,000	1,380,000	12,417,263	1,149,137	500,000	273,000	139,575
Evansville, Ind.	1,504,200	2,185,500	795,000	1,431,296	2,185,500	774,000	4,390,796	419,314	None	111,000	None
Flint, Mich.	8,554,500	8,057,000	2,553,500	7,952,116	.....	7,263,574	1,750,229	2,729,000	296,000	550,000	.....
Fort Worth, Tex.	15,864,000	None	5,759,000	14,833,413	None	4,859,444	.....	None	54,000	304,000	510,933
Grand Rapids, Mich.	7,960,500	3,981,257	2,855,000	7,032,082	3,981,257	1,978,714	12,992,053	1,919,710	.....	869,058	150,000
Jacksonville, Fla.	5,907,500	.....	4,867,500	.....	.....	.....	.....	1,071,000*	450,000	1,059,000	353,711
Kansas City, Kans.	3,763,356	.....	6,023,000	.....	.....	2,099,376	.....	666,592	363,289	1,102,978	10,452,948
Knoxville, Tenn.*	16,525,106	2,420,000	4,622,333	.....	.....	4,426,727	22,030,866	2,007,202*	None	55,000	1,310,862
Lowell, Mass.	.....	.....	.....	4,849,652*	.....	319,500	5,269,152	None	.....	.....	.....
Lynn, Mass.	3,690,400	2,595,500	559,000	.....	.....	.....	6,077,668	.....	175,000	682,400	2,060,715
Miami, Fla.	19,732,000	.....	2,033,000	19,732,000	.....	2,033,000	21,765,000	7,599,000	.....	770,000	639,757
Nashville, Tenn.	10,248,000	1,345,000	3,564,000	11,511,446	.....	.....	4,888,227*	532,000*	90,000	1,028,000	17,380
New Bedford, Mass.	4,951,000	2,217,000	1,122,000	4,194,772	2,217,000	1,122,000	7,533,772	.....	680,000	917,000	1,636,986
New Haven, Conn.	16,614,000	490,000	.....	.....	.....	.....	18,421,491	None	2,250,000*	782,000	1,000,000
Norfolk, Va.	18,305,777	6,034,626	15,390,997	.....	.....	.....	30,779,735	None	.....	226,200	2,611,068
Oklahoma City, Okla.	11,936,700	.....	6,380,400	7,958,499	.....	2,993,100	10,951,599	6,530,229	None	407,300	360,071
Peoria, Ill.	.....	.....	.....	1,263,000	.....	.....	1,263,000	122,625	.....	86,000	585,812
Salt Lake City, Utah	8,401,000	.....	.....	8,326,000	.....	.....	8,326,000	720,000	.....	196,000	30,328
Scranton, Pa.	2,205,000	.....	.....	2,183,161	.....	.....	2,183,161	880,747	.....	191,681	567,140*
Somerville, Mass.	1,691,612	2,126,000	.....	.....	.....	.....	.....	300,000*	50,000	334,000	.....
Spokane, Wash.	2,658,200	1,157,000	738,000	2,611,847	1,157,000	413,790	4,281,637	1,349,101	100,000	472,800	242,445
Springfield, Mass.	8,369,450	2,336,450	7,458,000	8,369,450	2,336,450	7,458,000	.....	.....	1,884,000	1,186,000	3,978,896
Tacoma, Wash.	2,783,500	.....	11,568,495	2,333,413	1,901,000	11,225,495	.....	1,803,630	.....	1,057,500	1,232,836
Trenton, N. J.	10,668,060	7,634,050	844,000	9,027,912	6,814,872	239,959	16,082,743	192,714	None	770,500	3,880,921
Tulsa, Okla.	11,443,891	.....	5,538,000	.....	.....	.....	.....	.....	None	541,500	.....
Utica, N. Y.	10,864,024	.....	.....	10,634,813	1,328,042	.....	11,692,855	531,500	1,662,497	1,345,381	916,320
Wichita, Kans.	.....	.....	.....	4,582,393	.....	None	4,582,393	2,538,792	561,638	991,625	None
Wilmington, Del.	8,702,400	916,000	4,677,000	.....	.....	.....	13,088,400	.....	.....	300,000	.....
Worcester, Mass.	7,415,000	702,000	3,559,600	6,945,458	702,000	3,288,843	10,936,301	.....	1,447,000	1,781,200	5,185,425
50,000 to 100,000											
Allentown, Pa.	5,535,400	4,492,500	None	5,162,152	4,492,500	None	9,656,652	373,480	None	111,000	185,000
Altoona, Pa.	1,928,000	.....	1,438,000	1,384,501	.....	927,388	2,311,889	1,181,418	None	86,000	19,349
Asheville, N. C.	15,430,429	.....	.....	.....	.....	.....	.....	None	None	92,000	112,559
Austin, Tex.	3,448,000	1,210,250	1,444,500	.....	.....	.....	.....	None	None	192,750	150,000

TABLE XIII.—INDEBTEDNESS IN 1933 OF 214 CITIES OVER 30,000—Continued

City	Gross Bonded Debt			Net Bonded Debt			Total Net Bonded Debt	Special Assessment Net Debt	Bonds Sold in 1933	Bonds Redeemed in 1933	Total Unfunded Debt (Notes, warrants, and unpaid bills)
	General	Schools	Utilities	General	Schools	Utilities					
50,000 to 100,000—Continued											
Bayonne, N. J.	3,307,968	3,779,000	3,587,000	3,307,968	3,557,660	3,587,000	10,452,628	10,680	.....	870,709	2,827,802
Beaumont, Tex.	5,014,000	2,367,138	2,686,000	4,827,125	2,220,788	2,363,125	9,411,038	None	None	178,750	448,039
Berkeley, Calif.	825,335	295,000	None	274,192	228,647	None	502,839	217,650	None	84,777	None
Bethlehem, Pa.	3,565,400	.....	.....	2,955,103	.....	.....	2,955,103	78,000	.....	236,000	205,000
Binghamton, N. Y.	2,416,375	3,628,150	60,000	2,308,182	3,628,150	60,000	.....	17,044	None	581,056	969,587*
Brockton, Mass.	990,000	271,000	1,290,000	990,000	271,000	965,424	2,226,424	.....	200,000	438,350	1,712,000
Cedar Rapids, Ia.	.....	.....	.....	1,372,800	.....	.....	1,372,800	1,394,000	None	154,700	17,428
Charlotte, N. C.	4,537,675	1,672,000	1,758,325	4,403,263	1,623,523	1,578,253	7,605,039	2,090,424	None	533,000	421,856
Chester, Pa.	3,820,000	.....	None	3,173,042	.....	None	3,173,042	.....	None	85,000	75,000
Cicero, Ill.	.....	.....	.....	None	None	None	None	167,091	None	None	1,992,584
Cleveland Heights, Ohio	1,883,761	6,705,000	None	1,384,950	6,386,096	None	7,671,046	1,676,426	None	382,889	51,800
Covington, Ky.	.....	.....	.....	375,500	.....	2,666,600	.....	.....	None	79,000	269,815
Davenport, Iowa	.....	.....	.....	1,538,300	.....	None	1,538,300	None	None	None	.....
Dearborn, Mich.	10,588,800	.....	2,385,000	7,905,776	1,860,026	.....	1,264,103	100,000	100,000	96,300	89,600
Decatur, Ill.	55,000	991,300	326,000	.....	.....	.....	.....	2,100,000*	.....	58,000	218,826
Durham, N. C.*	2,078,101	.....	3,933,667	.....	.....	.....	.....	3,256,188*	4,487,587	405,783	499,470
East Chicago, Ind.	1,080,000	1,496,000	2,350,000	1,065,557	1,451,000	2,110,015	4,626,572	996,568	None	59,000	72,943
East Orange, N. J.	5,644,500	3,317,245	1,003,000	5,452,360	2,837,593	526,991	8,816,944	1,312,000	378,000	979,000	3,371,964
Evanston, Ill.	643,000	.....	.....	643,000	.....	.....	643,000	3,803,456	None	61,000	1,129,275
Fresno, Calif.	.....	.....	.....	486,500	.....	2,520,000	3,006,500	.....	None	33,500	21,725
Galveston, Tex.	.....	.....	.....	.....	.....	.....	.....	None	23,000	333,500	28,845
Glendale, Calif.	1,547,750	.....	545,740	1,536,110	.....	456,477	1,992,587	2,036,017	None	89,220	None
Greensboro, N. C.	6,402,370	869,000	2,741,848	6,137,163	869,000	2,682,885	9,689,048	5,200,846	None	105,000	3,240
Hamilton, Ohio	965,550	None	964,670	965,550	None	812,120	1,777,669	466,183	72,443	379,245	None
Highland Park, Mich.	2,668,400	3,492,000	1,158,126	1,184,585*	3,492,000	.....	4,676,585	42,256	.....	49,500	447,700
Hoboken, N. J.	4,979,564	3,375,635	256,000	784,948	849,552	87,305	1,721,805	None	None	424,223	3,478,490
Huntington, W. Va.	1,885,000	.....	None	1,540,265	.....	None	1,540,265	None	None	37,000	.....
Irvington, N. J.	3,351,071	4,169,150	.....	3,235,128	4,075,336	.....	.....	850,675	777,000	240,000	1,500,000*
Jackson, Mich.	1,913,646*	.....	1,079,375	1,843,478*	.....	1,031,688	2,875,166*	390,000	None	5,000	85,892
Johnstown, Pa.	4,344,000	.....	.....	.....	.....	.....	3,832,603	.....	205,000	202,000	.....
Kalamazoo, Mich.	263,984*	.....	9,750	263,984*	2,052,640*	9,750	2,326,374*	419,600	None	197,200	8,500
Kenosha, Wis.	.....	.....	.....	374,000	2,544,000	151,000	3,069,000	None	None	75,000	3,069,000
Lakewood, Ohio	2,667,840	.....	.....	2,317,847	.....	.....	.....	199,845	7,500	344,320	25,054
Lancaster, Pa.	.....	.....	.....	4,373,000	.....	.....	4,373,000	.....	.....	181,000	.....
Lansing, Mich.	1,976,500	None	3,597,000	1,898,500	.....	2,378,692	4,277,192	424,959	.....	407,500	2,845
Lincoln, Nebr.	1,005,818	.....	1,534,000	840,133	.....	1,378,527	2,218,660	1,313,670	266,000	127,574	None
McKeesport, Pa.	.....	.....	.....	1,334,000	1,465,296	.....	2,799,296	320,000	131,654	106,000	483,000
Madison, Wis.*	5,803,654*	.....	.....	5,747,620*	.....	.....	5,747,620*	.....	.....	290,000	.....
Malden, Mass.	1,888,500	1,000,000	.....	1,616,322	1,000,000	.....	2,616,322	.....	243,500	258,000	932,000
Manchester, N. H.	.....	.....	.....	4,071,000	.....	.....	4,071,000	None	250,000	452,000	500,000

New Britain, Conn.	2,467,000	3,425,000	1,400,000	2,243,821	3,335,387	1,053,078	6,632,286	.....	210,000	310,000	1,658,000
New Rochelle, N. Y.	8,904,700	6,467,176	.....	.....	.....	.....	.....	156,644*	226,000	618,500	1,990,000
Niagara Falls, N. Y.	8,909,234	5,727,129	4,616	.....	.....	.....	.....	.....	400,000	291,350	548,961
Oak Park, Ill.	.....	.....	.....	828,500	.....	.....	828,500	1,505,890	184,000	55,250	1,090,428
Pasadena, Calif.	4,172,130	3,846,000	6,005,120	4,108,390	3,846,000	5,881,795	13,836,185	3,166,289	3,968,000	613,350	316,137
Passaic, N. J.	6,274,500	2,237,750	7,750,427	5,629,386	1,867,074	.....	7,496,460	.....	.....	323,500	2,920,544
Pawtucket, R. I.	10,965,000	3,912,000	3,369,000	8,562,508	3,321,010	3,002,555	14,886,073	.....	.....	759,000	.....
Pontiac, Mich.	.....	.....	1,579,500	3,987,950	.....	1,543,396	5,531,346	1,882,600	.....	.....	472,571
Port Arthur, Tex.	2,748,200	.....	863,500	2,686,228	.....	863,500	3,549,728	13,862	20,000	178,200	244,913
Quincy, Mass.	.....	.....	.....	2,440,064	1,847,000	450,000	4,737,064	.....	681,000	920,936	1,540,000
Racine, Wis.	.....	.....	.....	2,297,000	1,763,000	935,000	4,995,000	6,072	208,000	326,000	4,756,451
Roanoke, Va.	7,998,000	.....	.....	6,672,843	.....	.....	6,672,843	.....	None	99,000	None
Rockford, Ill.	283,000	.....	175,000	253,500	.....	125,000	378,500	2,600,000	None	54,500	402,650
Sacramento, Calif.	.....	.....	3,108,300	4,453,040	.....	.....	.....	.....	None	320,625	253,072
Saginaw, Mich.	2,257,000	.....	3,115,000	.....	.....	.....	5,000,000*	.....	.....	893,000	None
St. Joseph, Mo.	3,942,000	.....	None	3,935,649	.....	None	3,935,649	209,317	.....	88,000	None
San Jose, Calif.	.....	.....	.....	911,725	.....	.....	911,725	96,000	.....	56,350	.....
Savannah, Ga.	.....	.....	.....	3,632,000	.....	180,000	3,812,000	240,896	.....	157,500	106,629
Shreveport, La.	8,403,250	.....	380,000	8,398,862	.....	329,173	8,728,035	23,685	882,000	136,750	420,000
Sioux City, Iowa*	2,175,800	.....	35,000	1,681,447	.....	.....	.....	None	51,800	127,900	.....
Springfield, Mo.	815,000	1,810,500	None	730,720	1,666,047	None	2,396,767	None	None	139,000	62,967
Springfield, Ohio	4,444,787	1,695,000	510,000	3,656,832	1,662,612	510,000	.....	891,794	450,974	357,635	53,902
Terre Haute, Ind.	1,073,000	.....	.....	957,522	.....	.....	957,522	.....	.....	40,000	.....
Topeka, Kans.	1,546,249	2,201,703	714,000	1,546,249	2,201,703	476,814	4,224,766	1,094,110	145,417	611,431	64,273
Troy, N. Y.	.....	.....	.....	4,861,554	1,432,475	872,175	7,166,204	.....	1,376,700	516,704	1,464,812
Union City, N. J.	5,310,500	.....	.....	4,665,221	.....	.....	4,665,221	120,055*	.....	319,320	2,058,205
Waco, Tex.	2,410,000	1,647,500	3,034,000	578,748	329,616	442,907	1,351,271	None	None	101,000	None
Waterbury, Conn.	7,476,000	1,576,000	7,472,000	7,301,600	1,567,000	7,472,000	16,340,600	.....	500,000	917,000	1,842,866*
Wheeling, W. Va.	1,114,700	.....	1,595,000	1,103,487	.....	1,595,000	2,698,487	None	None	115,800	589,761
York, Pa.	1,385,500	.....	.....	1,006,500	.....	.....	1,006,500	53,900	None	126,000	1,250,000
30,000 to 50,000											
Alameda, Calif.	.....	.....	.....	206,125	473,550	93,750	773,425	118,098	None	47,150	10,675
Alton, Ill.	260,000	.....	.....	.....	.....	.....	.....	600,000*	None	59,200	.....
Amarillo, Tex.	3,481,564	None	2,130,739	3,217,131	None	2,105,466	5,322,597	None	None	144,795	5,787,956
Amsterdam, N. Y.	2,960,143	.....	.....	2,798,228	.....	.....	2,798,228	34,304	207,000	77,000	.....
Arlington, Mass.	478,500	973,000	219,000	345,087	973,000	219,000	1,537,087	.....	None	199,000	518,540
Auburn, N. Y.	.....	.....	.....	1,558,661	659,000	382,500	2,630,161	224,503	1,153,388	809,844	6,500
Baton Rouge, La.	.....	.....	.....	2,792,000	.....	.....	2,792,000	31,000	None	88,700	40,500
Battle Creek, Mich.	.....	.....	.....	1,535,000	.....	None	1,535,000	None	None	147,500	118,415*
Bay City, Mich.	309,000	.....	1,676,000	151,227	.....	1,580,130	1,731,357	111,529	None	109,000	179,358
Bellingham, Wash.	518,000	.....	308,000	518,000	.....	308,000	818,000	None	None	48,000	52,155
Berwyn, Ill.	.....	.....	.....	2,500	None	None	2,500	3,236,406	None	1,250,000	447,848
Bloomfield, N. J.	2,588,577	2,703,500	1,319,000	2,506,416	2,703,500	1,284,000	6,493,916	423,198	314,000	717,500	861,925
Brookline, Mass.	.....	.....	.....	902,475	1,114,500	298,000	2,314,975	None	369,025	369,025	100,000
Butte, Mont.	.....	.....	.....	.....	.....	.....	1,959,521	.....	None	147,000	49,509
Chelsea, Mass.	1,823,623	622,500	68,000	1,423,085	622,500	68,000	2,113,585	None	567,000	309,027	863,646
Chicopee, Mass.	.....	.....	.....	986,849	259,900	489,750	1,736,499	.....	445,000	401,151	936,921

Table XIII.—Indebtedness in 1933 of 214 Cities Over 30.000—Continued

City	Gross Bonded Debt			Net Bonded Debt			Total Net Bonded Debt	Special Assessment Net Debt	Bonds Sold in 1933	Bonds Redeemed in 1933	Total Unfunded Debt (Notes, warrants, and unpaid bills)
	General	Schools	Utilities	General	Schools	Utilities					
30,000 to 50,000—Continued											
Colorado Springs, Colo..	591,000	1,002,000	2,131,000	591,000	1,002,000	1,724,000	3,317,000	233,300	317,000	321,000	.....
Columbus, Ga.....	1,976,500	614,400	165,000	1,910,161	614,400	165,000	2,689,561	51,296	.....	131,500	131,819
Dubuque, Iowa.....	1,376,063	.....	606,000	1,210,918	.....	422,722	1,633,640	493,300	140,000	57,000	None
E. Cleveland, Ohio.....	1,419,250	2,600,000	.....	975,000	2,300,000	.....	3,275,000	357,250	None	325,960	None
Elgin, Ill.....	98,000	260,000	60,000	98,000	260,000	46,500	404,500	1,289,541	None	30,000	267,157
Fitchburg, Mass.....	.....	.....	.....	1,005,000	288,000	498,600	1,791,600	.....	200,000	206,700	.....
Green Bay, Wis.....	.....	.....	.....	559,200	1,127,000	.....	1,686,000	.....	1,000	209,200	2,028,737
Hagerstown, Md.....	186,000	None	5,121,000	186,000	None	5,046,000	5,046,000	None	None	58,000	7,281
Haverhill, Mass.....	1,074,000	169,000	209,000	1,052,000	169,000	209,000	1,430,000	.....	375,000	185,000	659,000
High Point, N. C.....	4,451,000	1,091,000	2,386,000	4,050,302	1,091,000	2,386,000	7,527,302	None	None	196,000	3,918,164
Jamestown, N. Y.....	.....	.....	631,500	1,200,481	1,471,500	547,957	3,219,938	657,400	None	471,415	1,156,096
Joliet, Ill.....	.....	.....	.....	707,000	.....	.....	707,000	1,359,823	None	45,000	375,000
Joplin, Mo.....	314,000	.....	.....	300,183	.....	.....	300,183	None	None	24,000	62,317
Kokomo, Ind.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	107,500
La Crosse, Wis.....	391,000	477,000	68,000	389,000	477,000	68,000	934,000	934,000	7,460	152,760	4,612
Lewiston, Me.*.....	1,211,950	.....	.....	986,500	.....	363,250	1,349,750	.....	200,000	176,500	1,700,200
Lexington, Ky.....	1,635,570	40,000	.....	1,321,213	40,000	.....	1,361,213	134,287	None	165,000	25,000
Lynchburg, Va.....	3,836,475	.....	1,848,958	2,714,728	.....	1,273,958	3,988,686	.....	None	54,539	465,000
Moline, Ill.....	None	460,000	341,000	None	460,000	341,000	801,000	807,214	.....	.....	107,365
Muncie, Ind.....	.....	.....	.....	201,587	.....	.....	201,587	.....	.....	44,793	72,025
Muskegon, Mich.....	2,162,000	.....	348,000	2,000,000	2,597,316	305,260	4,902,576	424,110	50,000	107,390	199,984
Nashua, N. Y.....	1,043,500	438,500	.....	.....	.....	.....	1,201,662	.....	.....	131,000	385,000
Newark, Ohio.....	738,993	846,000	312,000	573,944	846,000	312,000	1,731,944	326,256	52,050	146,126	7,700
Newburgh, N. Y.....	949,421	1,123,079	703,231	918,599	1,094,526	703,231	2,716,356	52,833	296,000	127,755	359,468
New Castle, Pa.....	900,000	.....	.....	770,793	.....	.....	770,793	255,000	None	25,000	10,000
Norwalk, Conn.....	2,464,000	1,037,000	.....	.....	.....	.....	3,191,625	.....	None	31,000	469,920
Ogden, Utah.....	1,824,000	779,500	1,015,000	1,824,000	770,776	1,015,000	3,609,776	243,902	25,000	70,500	69,857
Oshkosh, Wis.....	.....	.....	.....	773,000	665,000	212,500	1,650,500	.....	300,000	93,000	51,250
Paducah, Ky.....	1,554,500	267,500	2,273,000	1,322,954	178,687	2,245,679	3,747,320	1,000,000	56,000	35,500	176,549
Pensacola, Fla.....	2,700,000	.....	375,000	.....	.....	.....	2,636,582*	126,500*	None	41,000	136,019
Perth Amboy, N. J.....	2,221,500	1,823,000	2,414,000	101,660	394,024	374,710	870,394	360,710	None	318,000	2,011,869
Port Huron, Mich.....	1,121,959	.....	.....	1,088,490	512,000	194,000	1,794,490	10,639	73,000*	239,926*	.....
Portsmouth, Ohio.....	2,250,800	.....	939,000	1,922,047	.....	766,281	2,688,328	2,109,195	.....	105,800	.....
Portsmouth, Va.....	5,339,100	743,000	2,950,000	5,541,838*	.....	1,704,588	7,246,426	.....	14,000	154,000	794,000
Poughkeepsie, N. Y.....	.....	.....	.....	.....	.....	.....	3,691,848	.....	321,441	217,550	364,800
Quincy, Ill.....	.....	.....	.....	None	.....	119,000	119,000	757,100	None	97,400	None
Richmond, Ind.....	.....	645,000	.....	231,000	590,000	.....	821,000	.....	.....	30,000	.....
Rome, N. Y.....	679,717	785,000	144,000	.....	.....	.....	.....	146,880	252,383	222,581	.....
St. Petersburg, Fla.....	6,898,600	.....	4,321,000	.....	.....	1,308,529	.....	10,963	.....	494,000	42,595
Salem, Mass.....	.....	.....	.....	None	502,500	423,000	925,500	.....	124,000	214,000	.....

San Bernardino, Calif. ..	779,667	None	270,875	.....	.....	.....	.....	.....	None	52,567	6,672
Santa Ana, Calif.	552,545	1,512,000	170,235	531,052	1,347,630	155,335	2,061,017	1,417,172	None	270,048	None
Santa Barbara, Calif. ...	1,516,425	.....	668,250	1,440,235	.....	635,000	2,075,235	None	None	126,550	None
Santa Monica, Calif. ...	2,014,000	.....	1,274,000	1,927,626	.....	1,218,527	3,146,153	17,930	690,000	101,750	34,916
Sheboygan, Wis.	.....	.....	.....	140,000	402,000	200,000	742,000	161,254*	None	69,000	20,957
Stamford, Conn.	1,770,000	2,988,000	.....	1,587,122	2,770,311	.....	4,357,433	.....	700,000	304,500	505,000
Stockton, Calif.	6,019,050	.....	.....	6,019,050	.....	.....	6,019,050	169,613	None	205,725	75,000
Superior, Wis.	733,138	1,250,100	None	.....	1,247,000	None	.....	None	.....	158,562	528,727
Tucson, Ariz.	1,741,000	.....	926,500	1,295,025	.....	703,513	1,998,538	818,830	None	273,693	92,409
Warren, Ohio	1,515,988	.....	592,400	.....	.....	.....	.....	627,500	.....	245,710	61,000
Waterloo, Iowa	682,000	1,388,000	235,000	576,589	1,358,000	209,000	2,143,589	13,600	86,000	152,279	None
Watertown, Mass.	.....	.....	503,000	980,000	16,000	1,499,000	None	None	None	243,000	750,000
Watertown, N. Y.	1,050,935	1,402,500	881,000	963,278	1,338,302	881,000	3,182,580	102,234	15,000	141,000	335,000
West Allis, Wis.	1,281,000	1,081,000	.....	1,281,000	1,081,000	.....	2,372,000	1,220,788	None	160,400	13,210
Wichita Falls, Tex.	2,739,500	1,855,000	725,000	2,663,436	.....	723,900	.....	None	None	27,000	.....
Williamsport, Pa.	845,700	1,155,400	None	659,146	978,665	None	1,637,811	210,700	None	20,800	76,119
Wilmington, N. C.	2,215,665	None	975,835	.....	.....	43,830	.....	None	175,000	79,000	117,500
Woonsocket, R. I.	5,020,000	1,147,000	2,156,000	4,048,496	1,053,188	2,072,615	7,174,299	.....	None	421,000	331,030

ALTON, ILLINOIS: An approximate figure.
BATTLE CREEK, MICHIGAN: Includes $103,791 RFC loans.
BINGHAMTON, NEW YORK: Bonds were sold January 1, 1934, to replace the unfunded debt.
BUFFALO, NEW YORK: Figures are partly on cash basis, and partly on accrual basis.
CHICAGO, ILLINOIS: About $43,000,000 of the $104,000,000 unfunded debt is invested in city funds.
DECATUR, ILLINOIS: Gross special assessment debt.
DULUTH, MINNESOTA: Gross special assessment debt.
DURHAM, NORTH CAROLINA: All figures on an accrual basis; special assessment debt is a gross figure.
HIGHLAND PARK, MICHIGAN: Includes utilities.
IRVINGTON, NEW JERSEY: An approximate figure.
JACKSON, MICHIGAN: Includes $249,917 RFC loans secured by contract.
JACKSONVILLE, FLORIDA: Gross special assessment debt.
KALAMAZOO, MICHIGAN: General and total bonded debt includes $26,234 RFC loans; school fiscal year ends June 30.
KANSAS CITY, MISSOURI: All figures supplied by Civic Research Institute.
KNOXVILLE, TENNESSEE: All figures on an accrual basis; special assessment debt is a gross figure.
LEWISTON, MAINE: Figures for calendar year 1933, part of two fiscal years.
LOS ANGELES, CALIFORNIA: Gross special assessment debt.
LOWELL, MASSACHUSETTS: Includes schools.
MADISON, WISCONSIN: All figures for 1932; general and total bonded debt include school and utility debt.
MANCHESTER, NEW HAMPSHIRE: Includes school and utility debts.
NASHVILLE, TENNESSEE: Total bonded debt includes special assessment debt; special assessment debt is a gross figure.
NEW HAVEN, CONNECTICUT: Funding of floating debt.
NEW ROCHELLE, NEW YORK: Gross special assessment debt.
OAKLAND, CALIFORNIA: All figures on accrual basis.
PENSACOLA, FLORIDA: Total bonded debt includes special assessment debt; special assessment debt is a gross figure.
PORT HURON, MICHIGAN: Figures for calendar year.
PORTSMOUTH, VIRGINIA: Includes schools.
ROCHESTER, NEW YORK: All figures on accrual basis.
SAGINAW, MICHIGAN: Estimated net bonded debt.
SAN ANTONIO, TEXAS: General bonded debt is for city only; bonds sold figure is for schools only.
SCRANTON, PENNSYLVANIA: Estimated floating debt.
SHEBOYGAN, WISCONSIN: Held by city of Sheboygan.
SIOUX CITY, IOWA: Debt figures are as of December 31.
SOMERVILLE, MASSACHUSETTS: Gross special assessment debt.
UNION CITY, NEW JERSEY: Gross special assessment debt.
WATERBURY, CONNECTICUT: Includes $1,500,000 tax anticipation notes.

Table XIV

ASSESSED VALUATION, RECEIPTS, AND DELINQUENT TAXES IN 1933 OF 209 COUNCIL-MANAGER CITIES UNDER 30,000

Cities are arranged alphabetically by population groups. An asterisk (*) refers to notes at the end of the table.

City	Population 1930	Assessed Valuation (000 omitted)	End of Fiscal Year	General Fund Cash Receipts in 1933 (or Last Fiscal Year): General Property Tax (all local purposes except Schools)	Govt. Grants (Federal and State Outright Grants)	Borrowings Against Current Income (Tax Anticipation, etc.)	All Non-Tax Revenues (License fees, etc.)	Total Receipts General Fund	School Receipts	Receipts from Utilities (City-owned)	Receipts from Proceeds of Bond Sales	Total Accumulated Delinquent Taxes Last Fiscal Year
20,000 to 30,000												
Alexandria, Va.	24,149	$22,095	Dec. 31	$ 482,969	.....	$175,000	$133,685	$ 771,653	$153,045	.....	.....	$60,463
Alhambra, Calif.	29,472	19,993	Dec. 31	286,317	$30,000	.....	181,050	497,367	.....	$228,839	.....	198,089
Ashland, Ky.	22,074	17,800	Dec. 31	275,314	None	None	129,833	405,146	163,512	145,562	$ 39,179	322,990
Bakersfield, Calif.	26,015	32,038	June 30	396,867	.....	.....	52,893	449,760	None	.....	.....	57,447
Bangor, Me.	28,794	27,957	Dec. 31	1,140,859*	122,150	700,000	45,983	2,008,992*	.....	134,991	32,000	149,780
Beloit, Wis.	23,611	29,440	Dec. 31	57,352	43,192	150,000	81,316	331,860	449,817	.....	.....	.....
Ferndale, Mich.	20,855	14,564	June 30	163,206	11,140	82,481	53,327	310,154	.....	57,577	None	712,677
Hackensack, N. J.	24,000	39,079	Dec. 31	523,494	None	149,000	204,656	877,150	.....	None	None	1,042,388
Janesville, Wis.	21,628	27,416	Dec. 31	143,351	39,412	.....	184,916	367,678	280,045	106,112	.....	None
Lubbock, Tex.	20,520	19,487	Mar. 31	114,098	None	None	27,791	141,889	.....	340,771	None	154,184
Mason City, Iowa	23,304	5,162	Mar. 31	290,549	.....	.....	48,380	338,929	.....	129,773	30,000	23,474
New London, Conn.	29,640	53,048	Sept. 30	1,156,036*	34,926	1,030,000	135,147	2,356,109*	.....	160,798	869,004	660,824
Newport, Ky.	29,744	19,200	Dec. 31	218,337	.....	50,000	50,478	318,815	.....	100,167	.....	147,078
Outremont, Que.	27,850	42,364	Dec. 31	677,536	None	225,000	143,821	1,046,357	322,224	None	None	486,993
Petersburg, Va.	28,564	25,887	June 30	511,020	68,248	345,005	125,400	1,049,674	279,358	111,975	152,000	928,151
Richmond, Calif.	20,093	28,800	June 30	603,976	.....	.....	55,894	659,869	.....	.....	.....	.....
Rocky Mount, N. C.	21,412	21,000	June 30	65,000	None	None	31,396	96,396	87,000	458,608	None	65,000
Rome, Ga.	21,843	12,847	Dec. 31	174,829	None	58,854	130,457	364,140	94,248	75,599	.....	126,565
Royal Oak, Mich.	22,904	25,132	May 31	326,400	44,322	.....	45,108	415,831	.....	87,488	None	1,012,987
Salina, Kans.	20,155	21,165	Dec. 31	200,352	None	None	15,450	215,802	.....	120,833	135,861	29,569
San Angelo, Tex.	25,308	21,124	Sept. 30	325,148	.....	.....	25,032	350,179	.....	.....	.....	545,174
Sandusky, Ohio	24,622	38,425	Dec. 31	299,490	48,357	None	32,910	380,756	.....	123,504	23,100	.....
Shawnee, Okla.	23,283	8,185	June 30	53,603	None	.....	33,519	87,122	.....	112,969	.....	92,288
10,000 to 20,000												
Albert Lea, Minn.	10,169	5,974	Dec. 31	140,000	5,000	.....	10,000	155,000	.....	40,000	56,000	32,427
Ames, Iowa.	10,261	6,522	Mar. 31	65,267	30,000*	None	17,951	113,218	.....	279,472	None	20,000
Ardmore, Okla.	15,741	7,235	June 30	107,337	.....	.....	137,074	244,411	.....	.....	None	66,552
Arkansas City, Kans.	13,946	11,754	Dec. 31	85,327	None	None	32,391	117,718	249,925	74,181	58,796	.....

Asbury Park, N. J.	14,981	.....	Dec. 31	1,474,292	.....	101,500	162,620	1,728,412	.....	432,161	.....	2,039,952
Astoria, Ore.	10,349	7,774	Dec. 31	159,661	.....	.....	8,659	168,320	.....	.....	.....	1,323,467
Atchison, Kans.	13,024	11,600	Dec. 31	201,878	8,728	None	21,246	231,852	.....	None	34,000	.....
Auburn, Me.	18,571	17,651	Dec. 31	304,825	35,324	350,000	111,695	501,884	193,707	.....	184,805	52,000
Benton Harbor, Mich.	15,434	17,143	Sept. 30	179,717	None	None	43,197	222,914	205,715	None	None	125,201
Big Spring, Tex.	13,735	5,933	Mar. 31	69,685	None	None	23,954	93,639	.....	80,311	None	73,565
Bluefield, W. Va.	19,339	19,370	June 30	182,489	None	None	33,751	216,240	None	None	None	64,519
Boulder, Colo.	11,223	9,450	Dec. 31	110,823	.....	.....	60,784	171,607	.....	99,253	.....	6,774
Brownwood, Tex.	12,789	10,134	Mar. 31	73,176	.....	.....	13,298	86,474	.....	.....	None	123,650
Brunswick, Ga.	14,022	11,000	Dec. 31	108,016	None	None	57,830	165,846	56,369	None	None	214,640
Burbank, Calif.	16,662	20,810	Dec. 31	175,527	None	None	117,273	292,800	.....	341,497	None	83,106
Carlisle, Pa.	12,596	10,873	Dec. 31	77,792	.....	.....	18,198	95,980	.....	56,457	.....	44,154
Charlottesville, Va.	15,245	17,000	Dec. 31	231,673	.....	.....	92,120	323,793	170,403	200,000	.....	50,000
El Dorado, Kans.	10,311	6,285	Dec. 31	22,535	None	None	9,042	31,577	.....	56,985	None	.....
Ellwood City, Pa.	12,323	7,705	Dec. 31	89,676	None	None	9,630	99,306	263,829	117,465	None	56,347
Escanaba, Mich.	14,524	8,435	Mar. 31	94,831	25,789	103,200	176,540	400,360	.....	295,539	21,000	56,083
Gainesville, Fla.	10,465	8,721	Sept. 30	46,637	None	None	23,906	70,543	None	232,077	None	85,495
Gastonia, N. C.	17,093	18,339	July 1	42,903	.....	.....	28,158	71,061	.....	143,281	.....	202,880
Goldsboro, N. C.	14,985	10,906	June 30	191,696	.....	.....	30,295	221,991	.....	68,888	.....	.....
Grand Junction, Colo.	10,247	7,132	Dec. 31	97,777	None	None	24,127	121,904	176,392	93,821	None	49,627
Griffin, Ga.	10,321	5,519	Nov. 30	36,201	None	None	37,980	74,181	59,993	186,540	None	10,033
Hopewell, Va.	11,327	22,512	June 30	367,469	13,980	285,000	37,677	704,126	36,409	None	None	47,763
Ironton, Ohio	16,621	14,033	Dec. 31	127,936	None	None	41,836	169,772	150,143*	85,750	120,088	380,000
Ironwood, Mich.	14,299	11,800	Mar. 1	288,523	.....	.....	67,475	355,998	.....	107,414	.....	76,055
Lakeland, Fla.	18,554	16,373	Aug. 31	208,616	None	None	87,522	296,138	None	392,276	None	757,122
Mamaroneck, N. Y.	19,766	38,889	Feb. 28	497,420	None	338,000	131,387*	966,807*	None	None	209,500	480,111
Marshall, Tex.	16,203	8,644	Dec. 31	121,195	None	None	35,713	156,908	40,169	73,783	44,622	82,450
Minot, N. D.	16,099	6,362	June 30	247,716	.....	54,000	72,765	374,481	.....	.....	.....	96,320
Morgantown, W. Va.	16,186	21,659	June 30	61,082	.....	.....	92,660	153,742	.....	.....	.....	89,000
Muskegon Hgts., Mich.	15,584	14,289	June 30	134,028	.....	.....	5,670	139,697	.....	46,159	20,000	394,780
Newton, Kans.	11,034	.....	Dec. 31	80,947	7,350	None	69,074	157,371	.....	57,312	None	.....
Niagara Falls, Ont.	19,046	18,013	Dec. 31	516,109	.....	375,000	65,389	956,489	115,306	100,059	None	645,027
Painesville, Ohio	10,944	12,500	Dec. 31	46,463	None	None	39,067	85,531	192,560	369,494	None	52,408
Pampa, Tex.	10,470	6,320	Mar. 31	61,271	.....	.....	69,746	131,017	.....	80,470	.....	81,939
Piqua, Ohio	16,009	17,386	Dec. 31	151,660	18,278	.....	120,944	290,882	.....	89,349	38,697	.....
Rapid City, S. D.	10,404	8,848	Dec. 31	123,859	.....	.....	10,203	134,062	.....	46,525	.....	72,936
St. Augustine, Fla.	12,111	15,059	Sept. 30	176,000	None	None	92,500	268,500	None	38,000	.....	512,619
Sanford, Fla.	10,100	7,011	Sept. 30	131,521	.....	.....	12,475	143,996	.....	41,848	.....	730,874
San Mateo, Calif.	13,444	15,350	Oct. 31	185,404	.....	.....	51,941	237,345	.....	None	None	21,562
Sault Ste. Marie, Mich.	13,755	14,867	Dec. 31	188,855	.....	32,076	14,776	235,707	258,615	51,437	.....	49,086
Sherman, Tex.	15,713	11,934	Mar. 31	165,592	None	None	111,947	277,539	.....	None	None	80,124
Staunton, Va.	11,990	8,347	Mar. 31	177,661*	26,322	93,000	62,900	359,883*	None	99,700	None	28,480
Stevens Point, Wis.	13,623	10,735	Dec. 31	189,952	120,956	60,000	56,621	427,529	.....	82,220	None	.....
Stratford, Conn.	19,212	26,071	Oct. 1	426,804	16,606	475,000	76,513	994,923	257,522	None	250,000	474,800
Sweetwater, Tex.	10,848	8,370	Sept. 30	37,256	.....	.....	10,526	47,782	.....	98,921	.....	117,985
Teaneck, N. J.	16,513	26,000	Dec. 31	472,000	.....	100,830	186,767	759,597	454,063	None	.....	1,262,497
Thomasville, N. C.	10,090	7,268	June 30	90,189	None	4,000	41,756	135,945	113,387	35,515	None	.....
Two Rivers, Wis.	10,083	12,389	Dec. 31	148,003	142,498	64,473	186,959	541,933	129,554	159,060	32,000	11,172

Table XIV.—Assessed Valuation, Receipts, and Delinquent Taxes of 209 Cities Under 30,000—Continued

City	Population 1930	Assessed Valuation (000 omitted)	End of Fiscal Year	General Fund Cash Receipts in 1933 (or Last Fiscal Year)					School Receipts	Receipts from Utilities (City-owned)	Receipts from Proceeds of Bond Sales	Total Accumulated Delinquent Taxes Last Fiscal Year
				General Property Tax (all local purposes except Schools)	Govt. Grants (Federal and State Outright Grants)	Borrowings Against Current Income (Tax Anticipation, etc.)	All Non-Tax Revenues (License fees, etc.)	Total Receipts General Fund				
10,000 to 20,000—Continued												
Tyler, Tex.	17,113	$14,996	Sept. 30	$ 99,039	None	$76,165	$ 24,525	$199,729	$115,217	$139,600	$79,969	$ 108,691
Ventura, Calif.	11,603	8,601	June 30	140,608	.....	.....	157,054	297,662	.....	144,858	.....	35,991
Watervliet, N. Y.	16,083	11,304	Dec. 31	310,543	$31,977	80,000	30,125	452,645	119,007	None	None	264,224
Waynesboro, Pa.	10,167	6,034	Dec. 31	62,093	None	26,000	14,500	102,592	.....	36,305	None	40,312
Wilmette, Ill.	15,233	21,094	Apr. 30	191,281	.....	18,132	155,244	424,657	.....	.....	.....	195,479
Wilson, N. C.	12,613	10,828	June 30	130,301	None	55,000	26,249	211,550	None	120,000	None	43,719
Winchester, Va.	10,855	10,789	Dec. 31	85,535	10,725	50,000	37,032	183,292	33,850	56,715	None	67,800
Winnetka, Ill.	12,166	24,738	Mar. 31	202,859	None	None	180,052	382,910	275,335	454,941	None	128,300
5,000 to 10,000												
Alcoa, Tenn.	5,255	5,053	Sept. 30	68,889	45	6,000	13,125	88,059	35,494	None	None	2,063
Alliance, Neb.	6,669	3,180	Dec. 31	35,860	None	None	25,405	61,264	76,269	142,317	None	31,135
Alma, Mich.	6,734	4,203	June 31	58,000	None	None	9,000	67,000	.....	20,000	None	.....
Avalon, Pa.	5,940	6,480	Dec. 31	57,231	.....	11,000	5,018	73,249	.....	.....	.....	48,169
Bedford, Ohio	6,814	8,031	Dec. 31	120,379*	26,093	None	34,815	181,288*	131,447	24,584	None	684,841
Bend, Ore.	8,848	2,819	Dec. 31	57,143	.....	.....	4,090	61,233	.....	84,831	.....	145,552
Birmingham, Mich.	9,539	12,889	Dec. 31	.....	.....	.....	.....	.....	.....	.....	.....	659,581
Borger, Tex.	6,532	1,935	Mar. 31	42,494	.....	.....	5,560	48,054	.....	.....	.....	93,493
Bozeman, Mont.	6,855	2,924	Dec. 31	61,632	833	None	24,038	86,503	.....	47,034	None	3,919
Brewer, Me.	6,392	4,641	.....	112,241	.....	50,000	28,772	191,013	54,473	.....	.....	35,484
Bristol, Va.	8,840	7,605	Dec. 31	135,992*	35,961	87,000	124,280	383,233*	14,000	.....	.....	108,907
Bryan, Tex.	7,814	4,434	July 1	20,492	.....	.....	.....	20,492	29,633	53,440	1,327	31,367
Chico, Calif.	7,961	7,123	June 30	83,323	None	None	28,972	112,295	.....	None	None	74,404
Clearwater, Fla.	7,607	16,500	Apr. 30	None	None	None	12,943	12,943	None	122,390	None	885,108
Coral Gables, Fla.	5,697	16,661	July 1	299,885	None	None	32,595	332,480	None	59,123	None	3,802,506
Coronado, Calif.	5,425	10,864	Dec. 31	126,503	.....	.....	40,895	167,398	.....	.....	.....	10,041
Covington, Va.	6,538	3,099	Aug. 31	33,172	None	2,500	67,178	102,850	.....	None	None	35,222
Cushing, Okla.	9,301	2,871	June 31	111,023*	None	None	81,357	192,380	.....	59,449	None	15,000
DeLand, Fla.	5,246	11,110	Dec. 31	122,932	None	58,000	6,121	187,053	.....	26,020	.....	209,220
Duncan, Okla.	8,363	3,673	June 30	96,727*	None	.....	None	96,727	None	114,835	None	.....
Durango, Colo.	5,400	3,270	Dec. 31	44,908	.....	.....	2,000	46,908	.....	36,175	.....	.....
East Detroit, Mich.	5,955	4,600	June 30	40,931	.....	.....	.....	40,931	.....	None	None	.....
Ft. Lauderdale, Fla.	8,666	10,088	Aug. 31	107,431	4,876	None	50,038	162,345	.....	39,472	None	1,168,531
Fredericksburg, Va.	6,819	7,595	Dec. 31	47,530	3,443	24,000	61,186	136,159	66,434	88,670	None	27,863
Gladstone, Mich.	5,120	2,224	Apr. 1	28,574	None	None	11,676	40,250	105,677	69,095	None	9,553
Grand Haven, Mich.	8,345	7,333	Sept. 30	83,007	19,083	.....	27,067	129,157	.....	183,514	.....	85,368
Grand' Mere, Que.	6,461	15,508	Jan. 31	104,559*	44,577	25,000	.....	174,136	.....	22,000	.....	28,985
Guthrie, Okla.	9,582	4,456	June 30	39,862	None	None	7,006	46,868	.....	32,780	None	.....
Hampton, Va.	6,382	4,960	Dec. 31	58,246	6,962	18,000	16,516	99,724	103,039	.....	.....	77,777

Hickory, N. C.	7,363	13,670	June 30	191,770	None	None	25,265	217,035	98,483	47,034	None	123,510
Hinton, W. Va.	6,654	5,831	June 30	47,644	None	None	3,548	51,192	135,666	.....	None	14,484
Jacksonville, Tex.	6,748	5,888	Jan. 4	55,348	None	None	3,949	59,297	.....	41,956	None	50,424
Kingsford, Mich.	5,526	.....	Mar. 10	122,519	.....	None	None	122,519	.....	None	None	7,883
La Grande, Ore.	8,050	4,654	Dec. 31	77,529	.....	.....	104,520	182,049	.....	42,603	.....	155,536
La Tuque, Que.	7,871	7,008	Apr. 30	86,737	.....	61,043	45,286	193,066	.....	.....	.....	183,746
Longview, Tex.	5,036	6,927	Mar. 31	54,407	None	None	30,800	85,207	124,978	104,185	None	15,577
Manistee, Mich.	8,078	6,081	Apr. 1	82,188	.....	.....	16,421	98,129	68,561	26,266	None	29,715
Manistique, Mich.	5,198	3,772	Dec. 31	55,560	None	None	3,483	59,043	79,868	16,295	None	.....
Mansfield, Mass.	6,364	7,422	Dec. 31	243,352	42,993	221,000	79,532	585,877	None	126,817	None	86,234
Maryville, Mo.	5,217	4,257	Dec. 31	14,600	.....	.....	1,000	15,600	None	15,098	None	3,650
Miami Beach, Fla.	6,494	32,927	Feb. 1	752,005	None	None	180,511	932,516	None	175,613	None	457,701
Middleboro, Mass.	8,608	7,976	Dec. 31	268,477*	33,321	243,000	17,870*	548,118*	.....	170,475	None	149,933
Milton, Pa.	8,552	3,580	Dec. 31	45,232	.....	16,600	3,613	65,445	142,485	.....	.....	80,500
Monterey, Calif.	9,141	8,101	Dec. 31	112,049	.....	.....	60,990	173,039	.....	.....	.....	20,566
Mt. Pleasant, Mich.	5,211	4,634	Dec. 31	53,283	.....	.....	23,655	76,938	75,478	19,532	.....	27,897
Murfreesboro, Tenn.	7,993	5,959	Dec. 31	111,214	None	20,000	19,817	151,031	20,025	38,008	150,000	137,468
Northampton, Pa.	9,730	6,390	Dec. 31	75,861	None	5,500	3,772	85,133	173,118	.....	.....	25,087
Oakwood, Ohio	6,494	18,625	Dec. 31	137,290	.....	.....	53,748	191,038	254,582	53,553	111,601	106,740
Oregon City, Ore.	5,761	3,846	Dec. 31	60,248	None	.....	6,177	66,425	.....	40,315	.....	90,000
Pacific Grove, Calif.	5,558	5,329	June 30	63,763	None	6,870	12,941	83,574	.....	9,985	.....	10,000
Pawhuska, Okla.	5,931	3,453	June 30	.....	.....	.....	.....	.....	.....	.....	.....	67,216
Phoenixville, Pa.	5,599	7,796	Dec. 31	99,266	None	10,000	6,164	115,430	.....	49,633	.....	27,167
Pittsburg, Calif.	9,610	6,578	June 30	85,833	.....	.....	28,288	114,121	.....	60,164	.....	9,307
Porterville, Calif.	5,303	5,619	June 30	77,132	311	None	15,019	92,472	.....	30,421	None	38,244
Redwood City, Calif.	8,962	13,685	June 30	141,017	.....	.....	34,714	175,731	.....	86,818	.....	39,457
Rhinelander, Wis.	8,019	7,572	Dec. 31	68,537	58,273	37,729	56,813	221,352	113,196	25,079	27,864	5,600
St. Joseph, Mich.	8,349	8,148	June 30	162,485	None	38,300	13,837	214,622	55,389	40,817	None	194,733
San Rafael, Calif.	8,022	9,756	June 30	121,505	.....	.....	46,486*	167,991	231,656	.....	.....	10,602
Sewickley, Pa.	5,599	9,000	Dec. 31	92,766	.....	59,100	58,513	180,379	.....	66,692	.....	28,926
Stoughton, Mass.	8,204	8,648	Dec. 31	200,207	9,689	285,000	80,021	574,917	85,374	29,827	.....	131,702
Terrell, Tex.	8,795	3,032	Dec. 31	33,948	None	None	5,509	39,457	.....	91,605	None	50,000
Tulare, Calif.	6,207	5,924	Dec. 31	85,964	None	None	14,660	100,624	.....	34,700	None	61,686
Visalia, Calif.	7,263	8,954	June 30	117,454	None	None	57,016*	174,469	None	None	None	12,000
Waynesboro, Va.	6,226	3,267	Aug. 31	26,533	.....	None	27,687	54,220	54,215	22,277	None	6,886
Winter Haven, Fla.	7,130	11,294	Nov. 1	133,927	.....	.....	25,955	159,882	.....	.....	.....	331,570
Yoakum, Tex.	5,656	3,680	Feb. 1	44,646	.....	.....	6,361	51,007	19,843	100,000*	.....	79,235
Under 5,000												
Anoka, Minn.	4,851	1,501	Dec. 31	17,000	None	None	2,500	19,500	.....	25,000	.....	.....
Appalachia, Va.	3,595	811	Aug. 31	29,293	None	None	6,919	36,212	None	None	None	36,714
Arvida, Que.	1,835	4,063	June 30	43,492	.....	.....	4,522	48,014	26,799	.....	.....	2,727
Aspinwall, Pa.	4,263	4,780	Dec. 31	27,735	.....	.....	9,069	36,814	.....	77,960	.....	30,845
Beaufort, S. C.	2,776	850	.....	20,000	None	None	7,000	27,000	.....	10,000	.....	3,000
Belfast, Me.	4,993	3,259	Mar. 18	110,380	.....	30,000	17,103	157,484	58,558	.....	.....	73,293
Big Rapids, Mich.	4,671	3,024	Oct. 1	42,600	None	None	904	43,504	.....	8,969*	None	.....
Blackstone, Va.	1,172	.....	Aug. 31	12,709	.....	.....	4,990	17,699	.....	54,269	.....	.....
Clarinda, Iowa	4,962	4,283	Mar. 31	47,567	.....	.....	27,210	74,777	.....	.....	.....	.....

Table XIV.—Assessed Valuation, Receipts, and Delinquent Taxes of 209 Cities Under 30,000—Continued

City	Population 1930	Assessed Valuation (000 omitted)	End of Fiscal Year	General Fund Cash Receipts in 1933 (or Last Fiscal Year): General Property Tax (all local purposes except Schools)	Govt. Grants (Federal and State Outright Grants	Borrowings Against Current Income (Tax Anticipation, etc.)	All Non-Tax Revenues (License fees, etc)	Total Receipts General Fund	School Receipts	Receipts from Utilities (City-owned)	Receipts from Proceeds of Bond Sales	Total Accumulated Delinquent Taxes Last Fiscal Year
Under 5,000—Continued												
Crystal Falls, Mich.	2,995	$ 2,062	Mar. 1	$ 24,064*	None	None	$10,286	$ 34,350	.....	$ 50,911	None	.....
Dover, Del.	4,800	5,557	July 1	44,183	.....	.....	1,373	45,556	.....	149,095	.....	$ 22,993
Dunedin, Fla.	1,435	2,854	Dec. 31	3,948	None	$ 2,978	864	7,790	None	6,425	None	229,879
Eastland, Tex.	4,648	.....	Oct. 1	43,393	None	None	1,247	44,640	None	41,995	None	175,000
Edgewood, Pa.	4,821	9,471	Dec. 31	97,916	.....	5,000	7,496	110,412	$123,123	None	None	57,705
Edgeworth, Pa.	1,679	6,631	Dec. 31	47,025	$ 7,115	None	2,196	56,336	62,132	None	None	14,611
Fernandina, Fla.	3,023	1,038	Dec. 31	15,423	.....	.....	11,137	26,560	.....	.....	.....	60,000
Fillmore, Calif.	2,893	1,279	July 30	10,632	.....	.....	.....	10,632	.....	16,592	.....	563
Follansbee, W. Va.	4,841	4,730	July 30	31,898	None	None	8,901	40,799	None	None	None	7,319
Franklin, Va.	2,930	1,450	Sept. 30	16,000	.....	None	60,000	76,000	2,400	36,000	.....	6,590
Front Royal, Va.	2,424	559	Sept. 1	6,950	None	None	5,705	12,655	.....	41,279	$18,050	.....
Galax, Va.	2,544	890	Dec. 31	29,446	.....	9,000	21,493	59,939*	.....	.....	.....	16,500
Glenview, Ill.	1,866	2,461	May 1	13,200	.....	10,800	14,300	38,300	.....	.....	.....	.....
Grosse Pte. Shores, Mich.	621	9,314	Mar. 31	81,763	None	3,605	23,929	109,297	None	None	None	29,791
Harbor Springs, Mich.	1,200	1,090	June 30	15,000	None	None	6,380	21,380	.....	54,100	None	3,407
Hillsboro, Ore.	3,039	1,674	Dec. 31	23,462	.....	.....	4,943	28,405	.....	.....	8,859	23,620
Hillsborough, Calif.	1,891	6,130	July 30	72,789	.....	.....	21,447	94,236	33,898	.....	.....	5,970
Hoisington, Kans.	3,001	2,302	Dec. 31	48,466	9,403	None	4,479	62,348	.....	16,521	6,000	.....
Hollywood, Fla.	2,869	17,383	Sept. 30	67,189	None	None	6,828	74,017	.....	23,743	.....	1,075,915
Iowa Falls, Iowa	4,112	3,207	Apr. 1	7,638	.....	.....	3,792	11,247	7,881	11,247	.....	5,700
Kenilworth, Ill.	2,501	6,817	Apr. 1	67,669	.....	27,175	15,284	110,128	.....	30,655	.....	80,587
Kerrville, Tex.	4,546	3,500	May 31	23,175	None	None	10,893	34,068	.....	30,139	None	26,907
Kinsley, Kans.	2,270	1,372	Dec. 31	19,667	2,350	.....	1,900	23,917	.....	8,461	3,651	.....
Manassas, Va.	1,215	892	Aug. 31	12,222	2,928	None	4,632	19,781	None	25,103	None	4,752
Maquoketa, Iowa	3,595	7,127	Mar. 31	30,414	.....	.....	.....	30,414	60,154	43,227	.....	8,117
Marianna, Ark.	4,314	.....	Nov. 1	5,968	.....	.....	8,454	14,422	.....	5,598	.....	.....
Melbourne, Fla.	2,677	3,177	Oct. 31	10,503	.....	.....	6,687	17,190	.....	.....	.....	274,942
Milford, Del.	3,719	2,542	Dec. 31	.....	.....	.....	.....	.....	.....	.....	.....	9,260
Montrose, Colo.	3,566	2,054	Dec. 31	28,597	.....	.....	6,268	34,865	.....	22,131	2,667	.....
Mt. Desert, Me.	2,022	3,901	Dec. 31	115,148	20,044	10,000	.....	145,192	42,850	.....	.....	.....
Mt. Pleasant, Iowa	3,743	2,226	Dec. 31	5,909	.....	.....	8,254	14,163	.....	.....	.....	3,000
Oak Park, Mich.	1,079	6,833	Dec. 28	51,490	None	2,500	5,216	59,206	None	None	None	.....
Oberlin, Ohio	4,292	.....	Dec. 31	23,544	.....	.....	4,453	27,997	.....	46,487	.....	.....
Osborne, Pa.	506	1,205	Dec. 31	11,578	None	None	437	12,016	.....	.....	.....	.....
Plymouth, Mich.	4,484	4,861	June 30	55,545	2,675	None	17,669	75,889	103,470	27,717	None	84,000
Polk City, Fla.	222	1,239	Dec. 31	5,320	.....	.....	1,180	6,500	.....	.....	.....	85,000
Quincy, Fla.	3,788	1,460	June 30	19,349	.....	2,000	5,010	27,359	.....	62,318	.....	10,753
St. Marys, Kans.	1,304	667	Dec. 31	11,872	870	.....	2,263	15,005	.....	17,498	.....	.....
Salem, Va.	4,833	3,876	June 30	34,334	.....	5,000	16,615	55,949	.....	88,877	.....	.....

Sallisaw, Okla.	1,785	487	June 30	None	None	None	1,509	1,509	.....	24,673	.....	.....
Stambaugh, Mich.	2,400	3,402	Mar. 31	42,912	None	None	.....	42,912	.....	.....	.....	2,775
Sterling, Kans.	1,868	2,007	.....	15,488	None	None	3,419	18,907	.....	32,638	None	.....
Stuart, Fla.	1,924	1,788	Sept. 30	44,609	None	None	10,737	55,346	.....	.....	None	205,900
Toccoa, Ga.	4,602	1,814	Dec. 31	37,927	None	None	8,102	33,768	13,725	None	None	23,029
Towanda, Pa.	4,104	1,860	Dec. 31	.....	.....	.....	.....	.....	.....	.....	.....	6,993
Upland, Calif.	4,713	2,692	June 30	50,599	None	None	11,720	62,319	.....	51,615	None	.....
Villisca, Iowa	2,032	1,050	Mar. 31	16,009	.....	.....	1,244	17,253	.....	5,849	.....	.....
Walters, Okla.	2,252	634	June 30	4,500	.....	.....	5,500	10,000	.....	48,000	.....	8,000
Warrenton, Va.	1,450	1,588	Aug. 31	19,729	.....	.....	6,418	26,147	.....	13,830	.....	1,136
West Reading, Pa.	4,908	5,756	Dec. 31	56,835	.....	15,000	2,738	74,573	128,758	40,648	20,000	40,627
Woodstock, N. B.	3,259	2,563	Dec. 31	74,603*	.....	.....	24,344*	98,947*	.....	.....	2,000	28,478
Wytheville, Va.	3,327	1,102	July 1	11,717	None	2,500	9,825	24,042	24,831	12,357	None	6,647
Yale, Okla.	1,734	637	Dec. 31	28,231	None	None	4,038	32,369	.....	37,795	None	.....

AMES, IOWA: Transfer from electric utility in lieu of taxes.
BANGOR, MAINE: Includes schools.
BEDFORD, OHIO: Includes special assessment sinking fund.
BIG RAPIDS, MICHIGAN: Utility figure for nine months only.
BRISTOL, VIRGINIA: Evidently includes schools.
CRYSTAL FALLS, MICHIGAN: Includes delinquent tax returns.
CUSHING, OKLAHOMA: No general property tax—principal revenue from utilities.
DUNCAN, OKLAHOMA: No general property tax—principal revenue from utilities.
GALAX, VIRGINIA: Includes schools.
GRANDE MERE, QUEBEC: Includes licenses.
IRONTON, OHIO: Includes refunding.
MAMARONECK, NEW YORK: General fund includes water utility.
MIDDLEBORO, MASSACHUSETTS: Includes schools.
NEW LONDON, CONNECTICUT: Includes schools.
SAN RAFAEL, CALIFORNIA: Includes $20,833 special assessment collections, 1915 bonds.
STAUNTON, VIRGINIA: Includes schools.
VISALIA, CALIFORNIA: Includes $25,579 street improvement assessment under 1915 Act.
WOODSTOCK, NEW BRUNSWICK: Includes schools.
YOAKUM, TEXAS: Estimated utility revenue.

Table XV

EXPENDITURES IN 1933 OF 196 COUNCIL-MANAGER CITIES UNDER 30,000

Cities are arranged alphabetically by population groups.

City	Population 1930	General Fund Expenditures 1933 (or Last Fiscal Year)						School Expenditures	Expenditures of Utilities	Expenditures from Proceeds of Bond Sales
		Unemployment Relief (from current funds only)	Debt Service (principal, interest, and sinking fund)	Repayment of Current Borrowings	Operation and Maintenance (all except schools and utilities)	Capital Outlay from Current Funds	Total Expenditures General Fund			
20,000 to 30,000										
Alexandria, Va.	24,149	$ 1,876	$135,629	$ 125,000	$336,252	$42,346	$ 641,103	$153,045	.....	.....
Alhambra, Calif.	29,472	.....	111,271	.....	399,248	7,294	517,812	.....	$235,124	.....
Ashland, Ky.	22,074	600	138,945	None	210,026	None	349,571	163,512	135,967	$ 39,179
Bakersfield, Calif.	26,015	.....	27,654	.....	427,231	7,103	461,988	.....	.....	.....
Bangor, Me.	28,794	25,000	30,000	700,000	637,120	17,334	1,409,464	324,970	139,970	32,000
Beloit, Wis.	23,611	7,125	.....	85,356	384,038	71,506	548,025	449,817	.....	114,733
Ferndale, Mich.	20,855	74,866	21,158	11,850	191,956	.....	299,830	.....	58,642	.....
Hackensack, N. J.	24,000	.....	653,384	75,000	497,770	None	1,226,154	.....	None	None
Janesville, Wis.	21,628	.....	108,778	.....	237,315	49,506	395,599	285,905	79,872	.....
Lubbock, Tex.	20,520	5,000	185,795	.....	152,894	12,917	356,606	.....	152,683	None
Mason City, Iowa	23,304	773	79,392	.....	284,797	.....	364,962	.....	136,246	.....
New London, Conn.	29,640	143,092	161,574	1,280,000	781,115	.....	2,365,781	467,097	159,254	841,887
Newport, Ky.	29,744	.....	.....	.....	.....	.....	464,843	247,392	.....	.....
Outremont, Que.	27,850	28,902	391,539	225,000	485,486	65,246	1,120,827	322,224	None	None
Petersburg, Va.	28,564	24,500	247,772	357,000	396,088	None	1,025,360	279,358	35,145	None
Richmond, Calif.	20,093	.....	162,409	.....	457,656	37,650	657,714	.....	.....	.....
Rocky Mount, N. C.	21,412	8,967	84,893	None	203,030	5,300	402,190	87,000	248,847	None
Rome, Ga.	21,843	5,400	59,860	58,854	207,590	.....	331,704	98,026	33,809	.....
Royal Oak, Mich.	22,904	.....	36,957	.....	285,893	4,850	327,701	.....	48,121	.....
Salina, Kans.	20,155	8,884	93,075	.....	141,156	.....	243,115	.....	67,973	None
San Angelo, Tex.	25,308	.....	161,880	.....	171,718	4,312	337,910	.....	.....	.....
Sandusky, Ohio	24,622	20,500	227,466	.....	200,578	.....	448,544	.....	106,956	14,100
Shawnee, Okla.	23,283	154	.....	.....	134,473	.....	134,627	.....	74,377	.....
10,000 to 20,000										
Albert Lea, Minn.	10,169	None	52,000	.....	103,000	.....	155,000	.....	19,500	56,000
Ames, Iowa	10,261	None	32,048	None	83,012	12,670	127,730	.....	370,012	None
Ardmore, Okla.	15,741	.....	158,449	.....	159,018	.....	317,467	.....	.....	.....
Arkansas City, Kans.	13,946	.....	.....	None	156,201	None	156,201	248,108	50,244	.....

Astoria, Ore. 10,349	.....	24,814	.....	120,836	.....	145,650	.....	.....	.....	
Atchison, Kans. 13,024	8,551	74,597	None	176,693	None	260,112	.....	.....	.....	
Auburn, Me. 18,571	58,907	71,232	350,000	254,941	11,417	746,597	193,707	.....	79,895	
Benton Harbor, Mich. .. 15,434	.....	135,907	None	213,459	.....	349,366	.....	None	None	
Big Spring, Tex. 13,735	3,000	87,207	None	58,415	3,291	151,913	.....	34,649	151,182	
Bluefield, W. Va. 19,339	None	71,000	None	161,271	.....	232,271	None	None	None	
Boulder, Colo. 11,223	1,250	6,140	4,650	143,161	.....	155,201	.....	85,686	.....	
Brownwood, Tex. 12,789	None	.....	None	76,807	None	76,807	.....	.....	None	
Brunswick, Ga. 14,022	12,400	64,436	None	99,158	None	175,980	56,369	None	None	
Burbank, Calif. 16,662	None	34,382	.....	358,325	.....	392,707	.....	306,153	.....	
Carlisle, Pa. 12,596	.....	6,266	.....	88,736	.....	95,002	.....	16,835	.....	
Charlottesville, Va. 15,245	13,000	.....	.....	306,000	.....	319,000	170,403	150,000	.....	
El Dorado, Kans. 10,311	.....	.....	.....	31,350	.....	31,350	.....	42,521	.....	
Ellwood City, Pa. 12,323	616	33,027	None	97,538	6,756	137,937	273,271	59,178	None	
Escanaba, Mich. 14,524	60,640	82,091	76,200	161,361	65,451	445,742	.....	294,329	.....	
Gainesville, Fla. 10,465	3,686	90,619	None	120,584	2,789	217,678	None	84,180	None	
Gastonia, N. C. 17,093	13,072	211,096	.....	133,658	.....	357,826	68,245	112,366	.....	
Goldsboro, N. C. 14,985	2,400	141,391	.....	109,365	.....	253,156	.....	48,333	.....	
Grand Junction, Colo. .. 10,247	1,262	16,568	None	100,908	.....	118,738	171,101	73,326	None	
Griffin, Ga. 10,321	2,754	30,689	None	88,962	13,712	136,117	93,739	127,954	None	
Hopewell, Va. 11,327	16,900	120,193	285,000	168,399	9,686	600,178	133,037	None	None	
Ironton, Ohio 16,621	3,602	201,922	None	107,029	1,568	314,121	160,139	38,376	.....	
Ironwood, Mich. 14,299	.....	51,027	.....	219,316	28,058	298,401	.....	163,068	.....	
Lakeland, Fla. 18,554	29,481	131,801	None	226,984	15,714	403,980	None	111,987	None	
Mamaroneck, N. Y. 19,766	7,064	466,154	None	393,359	.....	866,577	None	None	280,427	
Marshall, Tex. 16,203	.....	117,041	None	97,955	13,260	228,256	38,772	68,474	44,622	
Minot, N. D. 16,099	.....	158,945	17,000	173,230	.....	348,175	.....	.....	None	
Morgantown, W. Va. ... 16,186	.....	10,500	18,210	110,032	.....	138,742	.....	.....	.....	
Muskegon Hgts., Mich. . 15,584	24,356	84,387	.....	99,631	3,411	211,785	.....	35,239	20,000	
Newton, Kans. 11,034	15,619	80,363	None	67,166	768	163,916	.....	24,507	None	
Niagara Falls, Ont. 19,046	70,000	390,500	145,000	319,019	None	924,519	226,608	91,161	None	
Painesville, Ohio 10,944	12,289	.....	.....	81,020	.....	93,309	171,858	343,702	None	
Pampa, Tex. 10,470	1,141	70,523	.....	47,916	8,310	127,890	.....	26,123	.....	
Piqua, Ohio 16,009	5,205	150,516	.....	106,077	802	262,600	.....	87,410	38,697	
Rapid City, S. D. 10,404	1,285	15,308	.....	104,035	5,890	126,518	.....	44,969	.....	
St. Augustine, Fla. 12,111	14,000	72,000	None	162,000	None	248,000	None	20,000	None	
Sanford, Fla. 10,100	.....	69,623	.....	65,752	1,051	136,426	.....	15,274	.....	
San Mateo, Calif. 13,444	18,333	28,160	None	190,411	4,458	241,362	None	None	None	
Sault Ste. Marie, Mich... 13,755	18,028	41,066	32,076	218,566	.....	309,736	259,860	47,891	.....	
Sherman, Tex. 15,713	None	91,365	None	175,684	10,490	277,539	None	.....	.....	
Staunton, Va. 11,990	6,629	32,562	88,000	119,993	32,741	279,925	100,733	78,370	None	
Stevens Point, Wis. 13,623	89,480	69,649	25,000	139,483	70,496	394,558	.....	81,991	None	
Stratford, Conn. 19,212	24,865	206,895	475,000	281,007	None	987,857	257,522	None	250,000	
Sweetwater, Tex. 10,848	.....	.....	None	48,159	1,300	49,459	.....	108,179	10,910	
Teaneck, N. J. 16,513	25,000	242,000	80,330	339,000	.....	686,330	454,063	None	.....	
Thomasville, N. C. 10,090	1,167	117,486	None	33,134	165	151,852	114,398	16,267	None	
Two Rivers, Wis. 10,083	33,203	58,403	57,100	140,676	27,953	317,335	129,346	158,213	32,000	
Tyler, Tex. 17,113	None	6,707	20,454	148,917	9,242	185,320	.....	80,872	103,833	

TABLE XV.—EXPENDITURES IN 1933 OF 196 CITIES UNDER 30,000—Continued

City	Population 1930	General Fund Expenditures 1933 (or Last Fiscal Year): Unemployment Relief (from current funds only)	Debt Service (principal, interest, and sinking fund)	Repayment of Current Borrowings	Operation and Maintenance (all except schools and utilities)	Capital Outlay from Current Funds	Total Expenditures General Fund	School Expenditures	Expenditures of Utilities	Expenditures from Proceeds of Bond Sales
10,000 to 20,000—Continued										
Ventura, Calif.	11,603	None	$ 47,192	.....	$172,864	$ 5,956	$226,012	.....	$115,770	$220,131
Watervliet, N. Y.	16,083	$57,088	66,797	$ 65,500	281,383	None	470,768	$201,059	102,224	None
Waynesboro, Pa.	10,167	20,140	16,287	25,530	42,415	.....	104,372	.....	36,461	None
Wilmette, Ill.	15,233	.....	6,801	197,239	193,154	596	397,790	.....	.....	.....
Wilson, N. C.	12,613	3,700	139,970	55,000	66,900	None	265,570	None	None	None
Winchester, Va.	10,855	10,000	.....	50,000	81,447	17,220	158,667	42,500	70,336	None
Winnetka, Ill.	12,166	None	13,430	None	283,826	9,985	307,241	338,283	158,699	None
5,000 to 10,000										
Alcoa, Tenn.	5,255	299	40,768	6,000	31,925	None	78,992	35,494	None	None
Alliance, Nebr.	6,669	.....	13,321	.....	46,727	.....	60,048	75,624	144,955	None
Alma, Mich.	6,734	None	20,675	None	59,000	None	79,675	.....	13,000	None
Avalon, Pa.	5,940	None	18,908	8,000	44,406	1,835	73,249	.....	.....	.....
Bedford, Ohio	6,814	3,500	116,414	None	93,034	None	212,948	.....	29,208	None
Bend, Ore.	8,848	966	13,484	.....	42,041	.....	56,491	.....	61,956	.....
Bozeman, Mont.	6,855	426	19,536	.....	71,941	1,608	93,512	.....	39,342	.....
Brewer, Me.	6,392	1,520	18,391	50,000	106,938	.....	176,849	53,573	.....	.....
Bristol, Va.	8,840	11,483	80,103	74,140	161,573	566	328,045	82,475	.....	.....
Bryan, Tex.	7,814	.....	34,496	.....	44,883	.....	79,379	34,649	.....	.....
Chico, Calif.	7,961	None	8,905	None	109,437	None	118,342	None	None	None
Clearwater, Fla.	7,607	None	49,896	None	134,449	19,973	204,318	.....	46,372	.....
Coral Gables, Fla.	5,697	2,000	58,060	3,750	186,170	1,206	251,186	None	65,549	None
Coronado, Calif.	5,425	4,000	20,392	.....	129,469	6,194	160,055	.....	.....	.....
Covington, Va.	6,538	19,317	32,079	4,500	47,499	.....	103,395	.....	None	None
Cushing, Okla.	9,301	3,000	115,676	.....	55,096	.....	173,672	.....	19,798	None
DeLand, Fla.	5,246	.....	49,808	54,000	86,866	.....	190,674	.....	12,899	.....
Duncan, Okla.	8,363	.....	94,816	None	100,998	.....	195,815	.....	.....	None
Durango, Colo.	5,400	.....	30,587	.....	54,490	.....	85,077	.....	.....	.....
East Detroit, Mich.	5,955	.....	.....	.....	40,283	.....	40,283	.....	.....	.....
Ft. Lauderdale, Fla.	8,666	5,448	53,220	None	120,426	4,899	183,993	.....	20,010	None
Fredericksburg, Va.	6,819	2,013	38,429	24,000	61,527	27,714	153,683	65,591	45,577	None
Gladstone, Mich.	5,170	20,000	9,275	.....	37,094	13,012	79,381	110,201	52,161	None
Grand Haven, Mich.	8,345	22,714	46,381	.....	112,344	20,585	202,025	.....	129,540	.....
Grand' Mère, Que.	6,461	27,414	.....	.....	235,440	.....	262,854	.....	.....	.....
Guthrie, Okla.	9,582	None	None	.....	47,332	.....	47,332	.....	19,307	.....
Hampton, Va.	6,382	100	18,101	18,000	65,944	1,702	103,847	97,796	.....	.....
Hickory, N. C.	7,363	None	214,473	None	69,697	9,100	293,270	98,386	20,444	None
Hinton, W. Va.	6,654	None	18,431	None	43,486	None	61,917	119,011	None	None
Jacksonville, Tex.	6,748	1,893	29,433	None	26,736	985	81,687	.....	41,534	None

Kingsford, Mich.	5,526	None	.....	None	84,892	.....	84,892	.....	None	None
La Grande, Ore.	8,050	.....	.....	.....	193,777	.....	193,777	.....	13,532	.....
La Tuque, Que.	7,871	4,954	65,949	14,824	53,881	17,301	156,909	.....	.....	.....
Longview, Tex.	5,036	None	47,084	None	71,341	25,069	143,494	152,773	33,307	None
Manistee, Mich.	8,078	None	10,450	.....	103,355	.....	113,754	.....	22,661	None
Manistique, Mich.	5,198	.....	20,807	.....	52,996	.....	73,803	81,912	.....	.....
Mansfield, Mass.	6,364	None	70,500	146,000	254,729	.....	471,229	88,613	120,966	None
Maryville, Mo.	5,217	2,990	.....	.....	11,890	.....	14,880	.....	14,891	.....
Miami Beach, Fla.	6,494	None	546,367	None	459,919	None	1,006,286	.....	132,740	None
Middleboro, Mass.	8,608	28,900	8,388	218,000	221,059	None	476,347	115,889	150,691	None
Milton, Pa.	8,552	.....	8,720	16,600	40,113	.....	65,433	140,497	.....	.....
Monterey, Calif.	9,141	4,011	44,998	.....	132,867	11,053	192,929	.....	.....	.....
Mt. Pleasant, Mich.	5,211	.....	7,775	.....	55,090	11,941	74,807	80,462	19,504	.....
Murfreesboro, Tenn.	7,993	None	59,391	20,000	56,305	2,556	138,252	20,025	37,503	150,000
Northampton, Pa.	6,390	None	22,659	None	67,461	.....	90,120	170,840	.....	.....
Oakwood, Ohio	6,494	.....	58,464	.....	54,726	.....	113,190	254,298	50,605	111,601
Oregon City, Ore.	5,761	None	34,750	.....	55,205	.....	89,955	.....	40,071	.....
Pacific Grove, Calif.	5,558	181	10,093	.....	69,883	2,683	82,840	.....	10,719	.....
Phoenixville, Pa.	5,599	None	13,830	10,000	98,635	None	122,465	.....	43,000	None
Pittsburg, Calif.	9,610	915	.....	.....	81,630	3,822	85,452	.....	50,120	.....
Porterville, Calif.	5,303	None	38,984	None	57,306	.....	96,290	.....	30,551	.....
Redwood City, Calif.	8,962	4,220	39,030	.....	122,910	5,648	171,808	.....	96,765	.....
Rhinelander, Wis.	8,019	43,118	71,372	57,952	42,414	8,661	223,517	116,198	19,092	26,865
St. Joseph, Mich.	8,349	9,359	74,106	70,056	88,910	None	242,431	104,618	20,055	.....
San Rafael, Calif.	8,022	635	40,770	.....	115,448	4,500	161,353	221,710	.....	.....
Sewickley, Pa.	5,599	1,094	30,763	50,850	91,537	.....	174,244	.....	64,718	.....
Stoughton, Mass.	8,204	74,446	55,804	305,000	156,358	.....	591,608	99,506	16,314	.....
Terrell, Tex.	8,795	550	31,385	None	31,397	9,000	72,332	.....	52,385	None
Tulare, Calif.	6,207	818	52,767	None	63,668	10,358	127,611	.....	18,298	None
Visalia, Calif.	7,263	1,850	67,963	None	99,542	1,412	170,767	None	None	None
Waynesboro, Va.	6,226	None	23,122	None	25,641	.....	48,763	51,977	7,608	None
Winter Haven, Fla.	7,130	.....	13,320	.....	91,570	.....	104,890	.....	.....	.....
Yoakum, Tex.	5,656	.....	26,883	7,967	15,031	.....	49,881	19,843	70,000*	.....
Under 5,000										
Anoka, Minn.	4,851	7,000	2,000	.....	15,000	5,000	29,000	.....	.....	.....
Appalachia, Va.	3,595	None	19,731	None	16,481	None	36,212	None	None	None
Arvida, Que.	1,835	1,265	9,125	.....	23,419	25,467	59,277	26,799	.....	.....
Aspinwall, Pa.	4,263	.....	24,143	6,500	43,561	5,764	79,968	.....	36,094	None
Beaufort, S. C.	2,776	1,000	7,000	.....	16,000	.....	24,000	.....	4,000	.....
Belfast, Me.	4,993	9,580	32,033	30,000	83,207	5,832	160,652	.....	56,330	.....
Big Rapids, Mich.	4,671	.....	None	None	44,915	None	44,915	.....	16,422	None
Blackstone, Va.	1,172	.....	.....	.....	15,460	.....	15,460	.....	39,213	.....
Clarinda, Iowa	4,962	.....	17,466	.....	45,532	.....	62,998	.....	.....	.....
Crystal Falls, Mich.	2,995	551	7,650	None	50,078	None	58,279	None	19,753	None
Dover, Del.	4,800	4,126	20,478	.....	68,196	.....	92,800	.....	69,373	.....
Dunedin, Fla.	1,435	243	1,970	.....	11,704	.....	13,917	None	None	None
Eastland, Tex.	4,648	.....	.....	.....	25,356	.....	25,356	None	35,318	None

TABLE XV.—EXPENDITURES IN 1933 OF 196 CITIES UNDER 30,000—Continued

City	Population 1930	General Fund Expenditures 1933 (or Last Fiscal Year)					School Expenditures	Expenditures of Utilities	Expenditures from Proceeds of Bond Sales
		Unemployment Relief (from Current funds only)	Debt Service (principal, interest, and sinking fund)	Repayment of Current Borrowings	Operation and Maintenance (all except schools and utilities)	Capital Outlay from Current Funds	Total Expenditures General Fund			
Under 5,000—Continued										
Edgewood, Pa.	4,821	$ 2,000	$40,219	$ 6,000	$ 59,705	$ 1,200	$109,124	$134,287	None	None
Edgeworth, Pa.	1,679	1,305	8,082	None	42,309	None	51,696	60,274	None	None
Fernandina, Fla.	3,023	100	5,398	.....	20,881	.....	26,380	.....	.....	.....
Fillmore, Calif.	2,893	.....	6,779	.....	23,758	4,022	34,559	.....	.....	.....
Follansbee, W. Va.	4,841	None	12,815	None	26,929	None	39,744	None	None	None
Franklin, Va.	2,930	1,000	51,000	None	13,000	.....	65,000	.....	.....	.....
Front Royal, Va.	2,424	None	14,758	None	17,659	2,256	34,673	.....	$17,066	$18,050
Galax, Va.	2,544	.....	19,485	9,000	29,735	1,719	59,939	4,306	.....	.....
Glenview, Ill.	1,886	.....	5,600	12,400	24,100	.....	42,100	.....	.....	.....
Grosse Pte. Shores, Mich.	621	None	36,730	None	73,310	None	113,040	None	None	None
Harbor Springs, Mich.	1,200	None	None	None	15,995	4,556	24,551	.....	42,450	None
Hillsboro, Ore.	3,039	.....	16,327	.....	23,332	.....	39,659	.....	.....	8,859
Hillsborough, Calif.	1,891	1,243	.....	.....	69,217	.....	84,110	31,614	.....	None
Hoisington, Kans.	3,001	.....	45,243	None	23,995	None	69,238	.....	13,374	.....
Hollywood, Fla.	2,869	.....	24,707	None	50,287	None	74,994	.....	24,858	None
Iowa Falls, Iowa	4,112	.....	.....	.....	10,752	.....	10,752	85,785	8,145	.....
Kenilworth, Ill.	2,501	.....	8,419	25,669	59,610	.....	93,698	.....	24,931	.....
Kerrville, Tex.	4,546	None	32,820	None	24,966	1,328	59,114	.....	16,564	None
Kinsley, Kans.	2,270	2,653	6,665	.....	13,586	.....	22,904	.....	4,087	.....
Manassas, Va.	1,215	None	5,217	None	13,060	None	18,277	None	14,111	None
Marianna, Ark.	4,314	.....	5,180	.....	13,547	.....	18,727	.....	.....	.....
Melbourne, Fla.	2,677	.....	5,580	.....	18,259	.....	23,839	.....	1,864	.....
Montrose, Colo.	3,566	.....	13,879	.....	31,068	.....	44,947	.....	7,848	.....
Mt. Desert, Me.	2,022	7,929	9,947	10,000	126,014	.....	153,440	42,584	.....	.....
Oberlin, Ohio	4,292	None	35,807	.....	41,397	.....	77,204	.....	36,634	.....
Osborne, Pa.	506	303	215	None	13,705	None	14,223	.....	None	None
Plymouth, Mich.	4,484	11,808	15,488	None	36,087	None	63,383	103,139	27,524	None
Quincy, Fla.	3,788	.....	14,100	2,000	45,215	.....	61,315	.....	27,159	.....
Salem, Va.	4,833	918	24,553	25,000	49,111	29,614	129,195	.....	40,859	.....
Sallisaw, Okla.	1,785	None	17,196	None	10,390	None	27,586	.....	15,563	None
Stuart, Fla.	1,924	.....	30,843	.....	24,503	.....	55,346	.....	.....	.....
Toccoa, Ga.	4,602	None	None	None	41,668	None	.....	13,725	None	None
Upland, Calif.	4,713	None	5,699	.....	.....	.....	60,141	.....	30,342	None
Warrenton, Va.	1,450	.....	14,617	5,000	6,135	.....	20,752	.....	.....	.....
West Reading, Pa.	4,908	.....	20,309	25,000	39,725	.....	85,034	123,480	37,594	.....
Woodstock, N. B.	3,259	6,879	14,815	.....	56,056	.....	77,750	21,000	.....	2,000
Wytheville, Va.	3,327	1,029	8,088	2,500	29,408	None	41,025	10,745	7,046	None
Yale, Okla.	1,734	None	37,690	None	19,371	.....	57,061	.....	19,024	None

TABLE XVI

INDEBTEDNESS IN 1933 OF 209 COUNCIL-MANAGER CITIES UNDER 30,000

Cities are arranged alphabetically by population groups. An asterisk (*) refers to notes at the end of the table.

City	Gross Bonded Debt			Net Bonded Debt			Total Net Bonded Debt	Special Assessment Net Debt	Bonds Sold in 1933	Bonds Redeemed in 1933	Total Unfunded Debt (Notes, warrants, and unpaid bills)
	General	Schools	Utilities	General	Schools	Utilities					
20,000 to 30,000											
Alexandria, Va.	$2,043,500	.....	.....	$1,855,647	.....	.....	$1,855,647	.....	None	$ 37,500	$ 75,000
Alhambra, Calif.	480,500	.....	$ 727,000	.....	.....	.....	.....	.....	.....	50,825	.....
Ashland, Ky.	807,179	$ 527,000	$1,006,000	669,428	$ 501,037	$ 664,205	1,834,670	$ 807,851	$ 39,179	52,000	12,375
Bakersfield, Calif.	265,500	.....	.....	256,865	.....	.....	256,865	.....	.....	.....	137,656
Bangor, Me.	410,000	185,000	635,000	410,000	185,000	113,000	708,000	.....	32,000	20,000	56,903
Beloit, Wis.	975,000	223,000	.....	.....	.....	.....	.....	.....	None	75,000	156,750
Ferndale, Mich.	1,661,000	.....	.....	1,253,112	.....	.....	1,253,112	539,941	None	None	44,659
Hackensack, N. J.	2,744,632	.....	.....	2,642,096	1,250,000*	None	3,892,096	1,704,368*	None	105,000	904,282
Janesville, Wis.	87,500	602,500	225,000	87,500	602,500	225,000	915,000	.....	None	82,000	None
Lubbock, Tex.	1,662,000	.....	618,500	1,558,500	.....	579,881	2,138,106	None	None	61,000	15,216
Mason City, Iowa	438,000	.....	239,000	434,707	.....	238,831	673,538	.....	30,000	71,000	535
New London, Conn.	1,537,000	593,000	1,137,000	1,469,613	593,000	980,718	3,043,331	.....	875,000	109,000	205,764
Newport, Ky.	425,833	.....	1,105,000	.....	.....	.....	1,090,825*	7,600*	.....	.....	11,489
Outremont, Que.	5,940,620	.....	.....	4,644,789	.....	.....	4,644,789*	.....	None	None	None
Petersburg, Va.	3,211,500	800,000	500,000	.....	.....	.....	3,028,332*	.....	None	None	660,905
Richmond, Calif.	1,730,750	.....	.....	1,730,750	.....	.....	1,730,750	.....	None	69,750	None
Rocky Mount, N. C.	450,000	453,000	960,000	.....	.....	.....	1,752,000	None	None	96,000	6,285
Rome, Ga.	.....	.....	.....	.....	.....	.....	572,000	104,405	.....	33,000	None
Royal Oak, Mich.	2,373,269	.....	949,817	.....	.....	.....	2,810,132	2,481,100	None	61,708	462,318
Salina, Kans.	786,669	.....	366,000	748,568	.....	366,000	1,114,568	360,555	28,050*	98,831*	.....
San Angelo, Tex.	1,412,000	1,138,000	.....	1,258,577	1,058,000	.....	2,316,577	.....	.....	42,000	.....
Sandusky, Ohio	613,510	400,000	163,400	565,141	357,340	163,400	1,085,881	315,750	28,100	170,510	7,500
Shawnee, Okla.	1,667,550*	563,719	.....	.....	.....	.....	2,231,269*	1,227,709*	.....	33,000	.....
10,000 to 20,000											
Albert Lea, Minn.	.....	.....	.....	380,664	330,000	44,336	755,000	133,000	56,000	59,000	None
Ames, Iowa	.....	.....	.....	102,150	.....	47,000	149,150	None	None	25,221	150,064
Ardmore, Okla.	.....	.....	.....	1,049,000	.....	.....	1,049,000	.....	None	97,000	None
Arkansas City, Kans.	.....	.....	.....	581,752	248,000	200,500	1,030,252	446,018	58,796	160,800	None
Astoria, Ore.	3,613,790	.....	.....	3,231,016	.....	.....	3,231,016	.....	.....	355,765*	374,900

Table XVI.—Indebtedness in 1933 of 209 Cities Under 30,000—Continued

City	Gross Bonded Debt			Net Bonded Debt			Total Net Bonded Debt	Special Assessment Net Debt	Bonds Sold in 1933	Bonds Redeemed in 1933	Total Unfunded Debt (Notes, warrants, and unpaid bills)
	General	Schools	Utilities	General	Schools	Utilities					
10,000 to 20,000—Continued											
Atchison, Kans.	.....	.....	.....	$ 400,660	.....	.....	$ 400,660	.....	.....	$ 34,000	None
Auburn, Me.	$ 185,978	$570,872	None	179,918	$570,872	None	750,890	None	$187,000	40,250	None
Benton Harbor, Mich.	.....	.....	.....	602,000	465,000	None	1,067,000	$ 380,465	None	85,000	$ 19,020
Big Spring, Tex.	509,574	.....	$ 277,500	495,950	.....	$ 255,200	751,150	None	None	36,957	None
Bluefield, W. Va.	1,110,000	.....	.....	824,000	None	None	824,000	20,000	None	29,000	50,000
Boulder, Colo.	64,000	.....	440,000	59,309	.....	416,000	475,309	387,600	134,000	73,500	.....
Brownwood, Tex.	743,000*	.....	.....	.....	.....	.....	743,000	140,000	None	.....	.....
Brunswick, Ga.	575,000	None	None	575,000	None	None	575,000	None	25,000	40,375	.....
Burbank, Calif.	.....	.....	.....	348,750	.....	328,500	677,250	.....	None	28,175	.....
Carlisle, Pa.	227,500	.....	.....	221,790	.....	415,000	636,790	.....	165,000	8,500	None
Charlottesville, Va.	.....	.....	.....	184,500	.....	1,173,000	2,984,500	.....	.....	141,000	.....
El Dorado, Kans.	.....	.....	.....	156,703	.....	308,000	464,703	.....	.....	57,979	.....
Ellwood City, Pa.	273,500	243,000	None	238,500	328,608	None	567,108	39,833	None	18,500	None
Escanaba, Mich.	319,000	.....	102,500	319,000	.....	102,500	421,500	33,556	None	15,000	21,926
Gainesville, Fla.	870,000	None	354,000	870,000	None	354,000	1,224,000	29,700	None	22,400	None
Gastonia, N. C.	1,815,000	125,000	1,026,000	1,671,000	125,000	990,000	2,786,000	.....	None	26,000	13,930
Goldsboro, N. C.	1,043,320	.....	349,230	955,009	.....	348,801	1,303,810	.....	.....	85,000	None
Grand Junction, Colo.	83,000	476,500	360,250	83,000	469,759	360,250	913,009	319,398	None	59,500	443,000
Griffin, Ga.	18,000	150,500	184,000	18,000	150,000	184,000	352,500	45,500	None	11,000	None
Hopewell, Va.	2,000,000*	.....	.....	1,881,000*	.....	.....	1,881,000	None	None	None	.....
Ironton, Ohio	428,571	866,000	559,563	.....	741,000	.....	1,703,422	239,103	100,524*	148,364*	None
Ironwood, Mich.	298,000	.....	360,000	298,000	.....	330,000	628,000	.....	.....	138,000	.....
Lakeland, Fla.	5,443,000	None	1,486,000	5,443,000	None	1,486,000	6,929,000	1,301,500	None	292,573	41,500
Mamaroneck, N. Y.	3,412,700	.....	1,169,000	3,412,700	.....	1,169,000	4,581,700	.....	209,500	235,983	462,497
Marshall, Tex.	594,700	235,000	224,000	594,000	235,000	212,860	1,041,860	10,083	44,622	54,550	5,000
Minot, N. D.	587,000	588,500	.....	563,350	.....	420,146	983,496	1,223,986	None	9,000	122,319
Morgantown, W. Va.	.....	.....	.....	1,097,000	.....	.....	1,097,000	.....	.....	56,000	207,017
Muskegon Hgts., Mich.	604,500	.....	156,500	604,500	.....	156,500	761,000	406,725	20,000	12,000	164,866
Niagara Falls, Ont.	.....	.....	.....	640,121	476,420	948,949	2,065,490	1,101,144	None	210,000	255,000
Painesville, Ohio	372,400	428,000	550,000	315,378	426,000	490,000	.....	240,267	7,187	117,401	None
Pampa, Tex.	957,500	.....	.....	930,644	.....	.....	930,644	.....	.....	16,000	43,947
Piqua, Ohio	259,926	.....	434,250	245,643	.....	424,250	669,893	195,568	38,697	102,870	613,228
Rapid City, S. D.	304,000	365,000	166,000	202,493	148,072	60,243	410,808	120,312	.....	5,000	None
St. Augustine, Fla.	2,908,000	.....	463,000	.....	.....	.....	3,161,000	None	None	140,000	82,000
San Mateo, Calif.	.....	.....	.....	254,665	None	None	254,665	502,923	None	64,010	10,416
Sanford, Fla.	3,414,000	.....	981,000	.....	.....	.....	4,395,000	1,792,000	None	104,000	44,103
Sault Ste. Marie, Mich.	99,027	.....	131,000	90,346	311,000	131,000	532,346	13,923	.....	.....	.....
Sherman, Tex.	.....	.....	.....	651,000	490,000	None	.....	None	None	35,500	None
Staunton, Va.	468,000	310,000	668,000	261,810	310,000	668,000	1,239,810	None	None	35,000	3,000

Stevens Point, Wis.	.....	.....	.....	170,000	90,000	80,000	340,000	29,634	.....	50,500	74,879
Stratford, Conn.	545,000	584,500	None	545,000	584,500	None	1,129,500	220,000	250,000	126,500	97,598
Sweetwater, Tex.	402,000	.....	1,311,000	350,621	.....	1,229,443	1,580,064	None	None	21,000	25,000
Teaneck, N. J.	318,049	1,000,000	None	318,049	1,000,000	None	1,318,049	3,069,000	.....	17,000	550,000
Thomasville, N. C.	358,638	179,000	680,528	358,638	179,000	646,356	.....	124,200	.....	66,500	10,900
Two Rivers, Wis.	.....	.....	.....	173,000	286,000	45,000	504,000	.....	32,000	34,500	3,488
Tyler, Tex.	462,000	549,000	513,000	447,723	545,005	496,997	1,489,725	None	79,000	59,000	82,635
Ventura, Calif.	394,689	.....	529,000	394,689	.....	529,000	923,689	.....	.....	46,800	.....
Watervliet, N. Y.	.....	.....	.....	400,725	1,000	222,500	624,225	70,000	None	48,025	87,062
Waynesboro, Pa.	206,500	.....	288,000	206,500	.....	282,185	488,685	None	None	None	30,291
Wilmette, Ill.	61,000	.....	.....	61,000	.....	.....	61,000	3,199,280	.....	4,000	122,642
Wilson, N. C.	517,852	None	1,269,148	517,852	None	1,221,752	.....	255,000	None	179,500	None
Winchester, Va.	.....	.....	.....	.....	.....	749,000	749,000	None	None	13,000	23,096
Winnetka, Ill.	95,000	732,000	.....	95,000	732,000	.....	827,000	645,400	None	108,200	None
Xenia, Ohio	11,500	.....	.....	1,627	.....	231,000	232,627	11,750	None	32,950	.....
5,000 to 10,000											
Alcoa, Tenn.	208,000	166,000	None	130,520	134,467	None	264,987	None	None	61,000	None
Alliance, Nebr.	.....	.....	214,327	295,000	232,000	None	527,000	208,519	None	82,500	11,721
Alma, Mich.	99,000	.....	None	73,007	.....	None	73,007	None	None	14,000	None
Avalon, Pa.	.....	.....	.....	124,393	.....	.....	124,393	.....	.....	10,500	11,000
Bedford, Ohio	157,394	801,250	None	134,434	801,250	None	935,684	741,243	None	13,000	3,246
Bend, Ore.	128,000	.....	480,000	106,880	.....	424,367	521,247	223,368	None	26,000	73,221
Borger, Tex.	.....	.....	.....	553,901	.....	.....	553,901	.....	None	None	.....
Bozeman, Mont.	134,702	.....	None	133,778	.....	None	133,778	182,596	None	36,128	8,824
Brewer, Me.	102,000	123,000	.....	90,026	123,000	.....	213,026	.....	None	9,000	3,500
Bristol, Va.	.....	.....	.....	1,182,500*	.....	.....	1,182,500	.....	.....	21,000	94,380
Bryan, Tex.	80,500	241,000	67,000	67,305	232,000	54,500	353,805	None	.....	30,000	41,500
Chico, Calif.	77,625	.....	None	74,685	.....	None	74,685	546,383	None	79,476	None
Clearwater, Fla.	.....	.....	.....	2,184,500	.....	.....	2,184,500	3,010,400	.....	115,000	.....
Coral Gables, Fla.	.....	.....	.....	6,408,000	None	None	6,408,000	1,632,000	None	None	398,371
Coronado, Calif.	193,700	.....	.....	193,700	.....	.....	193,700	.....	.....	10,400	.....
Covington, Va.	350,000	None	155,000	350,000	None	148,810	498,810	.....	None	None	1,292
Cushing, Okla.	250,330	.....	572,000	149,403	.....	344,540	493,943	.....	None	None	.....
DeLand, Fla.	534,000	.....	230,000	509,000	.....	230,000	739,000	161,000	.....	.....	37,101
Duncan, Okla.	687,518	.....	.....	687,518	.....	.....	687,518	.....	None	10,000	.....
Durango, Colo.	.....	.....	.....	.....	.....	493,700	493,700	150,700	.....	.....	.....
East Detroit, Mich.	.....	.....	.....	725,000	.....	.....	725,000	1,703,500	.....	.....	59,157
Ft. Lauderdale, Fla.	4,448,200	.....	None	4,448,200	.....	None	4,448,200	602,000	None	318,000	87,711
Fredericksburg, Va.	161,700	72,500	117,000	155,400	66,500	117,000	338,900	None	None	22,000	17,750
Gladstone, Mich.	46,000	26,000	None	38,923	26,000	None	64,923	8,500	None	10,500	48,523
Grand Haven, Mich.	.....	.....	.....	110,000	.....	108,000	218,000	72,450	None	46,150	None
Grand' Mere, Que.	1,047,012	.....	704,188	.....	.....	.....	1,626,531	.....	.....	.....	.....
Guthrie, Okla.	.....	.....	.....	.....	.....	249,000	249,000	.....	.....	.....	20,652
Hampton, Va.	204,000	326,950	.....	124,000	296,911	.....	420,911	.....	.....	9,900	30,000
Hickory, N. C.	499,000	267,000	547,000	499,000	267,000	526,109	1,292,109	510,000	None	113,000	27,500
Hinton, W. Va.	200,000	101,000	None	153,720	101,000	.....	254,720	None	None	4,000	10,724
Jacksonville, Tex.	276,343	.....	298,000	272,134	.....	289,720	561,854	None	None	20,950	587,243

Table XVI.—Indebtedness in 1933 of 209 Cities Under 30,000—Continued

City	Gross Bonded Debt			Net Bonded Debt			Total Net Bonded Debt	Special Assessment Net Debt	Bonds Sold in 1933	Bonds Redeemed in 1933	Total Unfunded Debt (Notes, warrants, and unpaid bills)
	General	Schools	Utilities	General	Schools	Utilities					
5,000 to 10,000—Continued											
Kingsford, Mich.	$365,000	None	None	$ 365,000	None	None	$ 365,000	$ 21,500	.....	.....	.....
La Grande, Ore.	.....	.....	.....	321,000	.....	.....	321,000	313,792	.....	$ 87,500	$ 57,494
La Tuque, Que.	.....	.....	.....	.....	.....	$1,005,550	1,005,550	.....	None	.....	19,950
Longview, Tex.	565,550*	$357,500	.....	516,829*	$ 347,763	.....	864,592	None	None	34,000	None
Manistee, Mich.	.....	.....	.....	100,000	.....	None	100,000	None	None	.....	3,923
Manistique, Mich.	.....	.....	.....	82,000	160,000	.....	242,000	.....	.....	.....	.....
Mansfield, Mass.	153,000	63,000	$ 43,500	133,482	.....	.....	249,982	None	None	None	.....
Maryville, Mo.	.....	.....	.....	.....	18,000	.....	18,000	.....	.....	1,500	.....
Miami Beach, Fla.	.....	.....	.....	2,584,000	822,000	None	3,406,000	1,335,000	None	211,000	None
Middleboro, Mass.	None	90,000	31,000	None	90,000	31,000	121,000	None	None	17,000	2,535
Milton, Pa.	78,000	114,000	.....	75,311	114,000	.....	189,311	.....	None	14,000	None
Monterey, Calif.	.....	.....	.....	465,896	.....	.....	465,896	199,925	.....	20,792	.....
Mt. Pleasant, Mich.	34,000	None	31,000	34,000	None	25,200	59,200	14,143	$ 4,800	500	None
Murfreesboro, Tenn.	598,000	155,000	399,000	597,592	44,733	385,690	1,028,015	.....	150,000	30,000	None
Northampton, Pa.	110,000	.....	.....	102,609	236,200	.....	338,809	.....	None	17,000	5,500
Oakwood, Ohio	585,682	.....	191,000	498,146	1,000,000	179,000	1,677,146	572,077	111,601	124,257	.....
Oregon City, Ore.	161,000	.....	232,500	137,134	.....	208,768	345,902	206,509	.....	38,300	None
Pacific Grove, Calif.	.....	.....	.....	92,200	.....	.....	92,200	108,273	.....	5,300	.....
Pawhuska, Okla.	356,750	.....	636,000	.....	.....	.....	711,522	None	None	17,000	None
Phoenixville, Pa.	115,500	.....	89,200	101,139	.....	50,244	151,383	None	None	20,000	12,764
Pittsburg, Calif.	223,000	.....	79,000	184,000	.....	79,000	263,000	.....	.....	12,000	.....
Redwood City, Calif.	273,256*	.....	.....	.....	.....	.....	273,256	589,557	None	23,543	.....
Rhinelander, Wis.	.....	.....	.....	249,900	109,500	.....	359,400	96,819	27,750	41,200	26,500
St. Joseph, Mich.	331,300	None	20,000	326,470	None	20,000	346,470	137,290	38,300	114,730	497,727
San Rafael, Calif.	.....	442,000*	.....	202,412	.....	.....	202,412	104,007	.....	22,351	None
Sewickley, Pa.	307,500	.....	.....	198,500	.....	.....	198,500	.....	.....	17,000	39,390
Stoughton, Mass.	112,500	135,000	32,000	112,500	135,000	32,000	279,500	38,950	.....	34,500	443,450
Terrell, Tex.	.....	.....	.....	210,000	None	120,000	330,000	None	None	14,000	None
Tulare, Calif.	.....	.....	.....	167,600	.....	47,000	214,600	39,714	None	37,365	None
Visalia, Calif.	212,550	None	None	212,550	None	None	212,550	79,569	None	48,992	None
Waynesboro, Va.	221,100	60,000	60,000	175,117	60,000	60,000	295,117	None	None	5,500	None
Winter Haven, Fla.	.....	.....	.....	213,000	.....	.....	213,000	1,729,666	.....	115,500	47,572
Yoakum, Tex.	418,000	58,000	462,000	.....	.....	452,000	834,555	.....	None	4,000	3,000
Under 5,000											
Anoka, Minn.	.....	.....	.....	8,000	50,000	None	58,000	38,000	None	9,000	None
Appalachia, Va.	.....	.....	.....	177,000	None	None	177,000	None	None	None	59,847
Arvida, Que.	100,000	.....	.....	80,000	.....	.....	80,000	.....	.....	5,000	22,847
Aspinwall, Pa.	105,000	.....	68,000	.....	.....	.....	130,800	.....	None	2,000	42,500

Beaufort, S. C.	.....	.....	.....	55,000	.....	40,000	95,000	None	None	.....	4,500
Belfast, Me.	.....	.....	.....	547,000	None	None	547,000	None	None	8,000	939
Big Rapids, Mich.	.....	.....	.....	20,000	.....	40,800	None	None	None	1,500	None
Blackstone, Va.	60,000	.....	.....	.....	.....	.....	.....	.....	.....	15,000	.....
Clarinda, Iowa	.....	.....	.....	154,838	.....	.....	154,838	.....	.....	10,600	.....
Cleveland, Okla.	161,550	.....	105,000	97,551	.....	.....	.....	52,016*	None	10,000	.....
Crystal Falls, Mich.	.....	.....	.....	9,000	None	None	9,000	None	None	7,000	None
Dover, Del.	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	439,000
Dunedin, Fla.	.....	.....	.....	134,500	.....	.....	134,500	1,173,000	None	17,500	3,033
Eastland, Tex.	.....	.....	.....	1,035,700	.....	208,000	1,243,700	.....	None	24,000	11,666
Edgewood, Pa.	483,000	.....	None	464,369	197,000	None	661,369	None	None	22,000	5,400
Edgeworth, Pa.	33,880	None	None	25,578	None	None	25,578	None	None	6,340	1,020
Fernandina, Fla.	66,000	.....	.....	34,334	.....	.....	34,334	.....	.....	.....	.....
Fillmore, Calif.	5,500	.....	58,000	.....	.....	.....	.....	89,557	None	3,000	.....
Follansbee, W. Va.	.....	.....	.....	110,000	None	None	110,000	36,000	None	16,500	5,600
Franklin, Va.	281,000	65,639	182,953	249,000	.....	.....	.....	.....	None	None	None
Front Royal, Va.	.....	15,000	12,000	.....	15,000	12,000	27,000	36,000	19,000	6,000	None
Galax, Va.	.....	.....	.....	315,000	.....	.....	291,359	.....	.....	.....	315,000
Glenview, Ill.	.....	.....	.....	17,500	.....	.....	17,500	758,000	.....	4,000	7,800
Grosse Pte. Shores, Mich.	525,000	None	None	418,382	None	None	418,382	None	None	11,000	.....
Hillsboro, Ore.	109,100	.....	.....	85,626	.....	.....	.....	41,355	8,859	12,000	340
Hillsborough, Calif.	.....	.....	.....	87,000	.....	.....	78,000	.....	None	13,650	.....
Hoisington, Kans.	201,738	.....	.....	194,535	.....	5,500	200,035	95,967	6,000	29,400	None
Hollywood, Fla.	1,231,500	.....	None	1,228,532	.....	None	1,228,532	None	None	52,000	110,536
Iowa Falls, Iowa	.....	.....	.....	10,804	36,000	.....	46,804	10,500	None	6,000	None
Kenilworth, Ill.	.....	.....	.....	142,500	.....	86,000	.....	349,999	.....	2,500	8,348
Kerrville, Tex.	270,000	.....	116,000	270,000	.....	104,000	374,000	None	.....	9,500	None
Kinsley, Kans.	.....	.....	.....	21,552	84,000	None	105,552	83,000	3,052	2,000	None
La Crosse, Kans.	.....	.....	.....	105,020	.....	.....	105,020	96,680	36,000	21,110	None
Manassas, Va.	.....	.....	.....	None	None	28,000	28,000	None	None	37,500	None
Maquoketa, Iowa	8,500	176,000	100,000	.....	.....	.....	.....	6,500	.....	13,500	3,534
Melbourne, Fla.	713,300	.....	.....	.....	.....	.....	.....	.....	.....	16,000	40,000
Milford, Del.	.....	.....	.....	108,000	.....	.....	108,000	.....	None	9,000	21,000
Montrose, Colo.	.....	.....	.....	172,000	.....	.....	172,000	.....	.....	.....	2,739
Mt. Desert, Me.	.....	.....	.....	.....	.....	.....	125,597	.....	None	.....	.....
Mt. Pleasant, Iowa	None	65,000	.....	.....	.....	.....	.....	.....	.....	.....	.....
Oak Park, Mich.	.....	.....	.....	288,000	None	None	288,000	296,000	None	32,000	3,870
Oberlin, Ohio	11,300	.....	33,900	None	.....	.....	.....	87,000	.....	.....	3,000
Osborne, Pa.	4,000	.....	None	800	.....	None	800	None	None	None	.....
Plymouth, Mich.	140,000	267,000	119,628	140,000	267,000	107,628	414,628	108,000	None	40,628	None
Polk City, Fla.	.....	.....	.....	47,000	.....	150,000	197,000	.....	.....	4,000	6,000
Quincy, Fla.	55,500	.....	78,000	48,912	.....	70,820	119,732	.....	None	5,000	11,000
St. Marys, Kans.	.....	.....	.....	28,000	.....	.....	28,000	28,278	None	8,000	None
Salem, Va.	254,000	36,000	.....	186,786	20,800	.....	207,468	.....	.....	.....	5,000
Sallisaw, Okla.	179,000	.....	.....	161,000*	.....	.....	161,000*	None	None	9,500	None
Sterling, Kans.	94,496	.....	24,000	94,496*	.....	24,000	118,496*	.....	.....	12,888	None
Stuart, Fla.	700,000	.....	.....	700,000	.....	.....	700,000	59,000	.....	28,300	60,276
Toccoa, Ga.	155,000	.....	.....	.....	29,000	3,084	33,084	None	None	5,000	None

Table XVI.—Indebtedness in 1933 of 209 Cities Under 30,000—Continued

City	Gross Bonded Debt			Net Bonded Debt			Total Net Bonded Debt	Special Assessment Net Debt	Bonds Sold in 1933	Bonds Redeemed in 1933	Total Unfunded Debt (Notes, warrants, and unpaid bills)
	General	Schools	Utilities	General	Schools	Utilities					
Under 5,000 Continued											
Upland, Calif.	.....	.....	.....	$ 46,250	.....	$217,000	$263,250	.....	None	$10,125	.....
Villisca, Iowa	None	$ 16,500	.....	None	$46,000	11,424	57,424	$ 17,000	.....	5,000	None
Walters, Okla.	$210,000	.....	.....	120,000	.....	.....	120,000	295,000	.....	9,575	$10,000
Warrenton, Va.	121,000	.....	$ 93,000	.....	.....	.....	.....	.....	$20,000	10,500*	.....
West Reading, Pa.	403,200	137,500	44,000	386,000	.....	.....	.....	.....	20,000	10,500*	.....
Woodstock, N. B.	.....	.....	.....	164,000	14,000	.....	178,000	.....	2,000	6,000	.....
Wytheville, Va.	40,000	20,000	50,000	.....	.....	.....	89,769	.....	None	None	None
Yale, Oklahoma	67,000	105,000	136,000	67,000	.....	136,000	.....	None	None	20,650	None

Astoria, Oregon: Cancelled and paid.
Bristol, Virginia: Includes schools.
Brownwood, Texas: Includes schools and utilities.
Cleveland, Oklahoma: Gross special assessment debt.
Hackensack, New Jersey: Estimated net school bonded debt; gross special assessment debt.
Hopewell, Virginia: Includes schools.
Ironton, Ohio: Includes refunding.
Longview, Texas: Includes utilities.
Newport, Kentucky: Net bonded debt, including special assessment debt; gross special assessment debt.
Outremont, Quebec: Includes special assessment debt.
Petersburg, Virginia: Includes special assessment debt.
Redwood City, California: Includes utilities.
Salina, Kansas: Special assessment bonds.
Sallisaw, Oklahoma: Includes special assessment debt.
San Rafael, California: County school debt.
Shawnee, Oklahoma: General bonded debt includes utilities; total bonded debt and special assessment debt are gross figures.
Sterling, Kansas: Includes special assessment debt.
Warrenton, Virginia: Gross special assessment debt.
West Reading, Pennsylvania: Bonds redeemed, not including schools.

PART THREE

Selected Books and Pamphlets

Selected Periodicals

Selected Books and Pamphlets for Municipal Officials*

The more important books, pamphlets, and reports published in 1933 or early in 1934 (1933 unless otherwise indicated) dealing with the various phases of local government administration, selected because of their value to American municipal officials.

GENERAL

BIBLIOGRAPHY OF PUBLIC ADMINISTRATION. By Sarah Greer. Institute of Public Administration, 302 East 35 Street, New York. 90pp. $1.50.

CITIZENS' COUNCILS IN ACTION. By Committee on Citizens' Councils, National Municipal League, 309 East 34 Street, New York. 20pp.

CONSTRUCTIVE ECONOMY IN GOVERNMENT: A SOURCE LIST. (Revised edition.) Compiled by Joint Reference Library, 850 East 58 Street, Chicago. 11pp.

CRISES OF DEMOCRACY. Edited by C. N. Callendar. (*Annals,* September, 1933.) American Academy of Political and Social Science, 3457 Walnut Street, Philadelphia. 237pp. $2.

GOVERNMENT IN A DEPRESSION. Edited by University of Chicago Press, 5750 Ellis Avenue, Chicago. (Radio addresses separately paged.) $1.

GOVERNMENT OF THE STATE OF TEXAS. By Texas Joint Legislative Committee on Organization and Economy and Griffenhagen and Associates. Published by the State, Austin. 13 parts, variously paged.

LEGISLATURE AND LEGISLATIVE PROBLEMS. Edited by Thomas H. Reed. University of Chicago Press, 5750 Ellis Avenue, Chicago. (Radio addresses separately paged.) $1.

POPULATION TRENDS: LOCAL AND NATIONAL. By Bureau of Municipal Research, 306 West Third Street, Los Angeles. 45pp.

RECENT SOCIAL TRENDS IN THE UNITED STATES. By President's Research Committee on Social Trends. McGraw-Hill Book Company, 330 West 42 Street, New York City. 2v., 1568pp. $10.

TRENDS IN PUBLIC ADMINISTRATION. By Leonard D. White. McGraw-Hill Book Company, 330 West 42 Street, New York. 365pp. $4.

URBAN SOCIETY. By N. P. Gist and L. A. Halbert. T. Y. Crowell Company, 393 Fourth Avenue, New York. 724pp. $3.50.

MUNICIPAL GOVERNMENT

BEST PRACTICE UNDER THE CITY MANAGER PLAN. By Richard S. Childs. National Municipal League, 309 East 34 Street, New York. 4pp. 10 cents.

CITY MANAGER PROFESSION. By Clarence E. Ridley and Orin F. Nolting. University of Chicago Press, 5750 Ellis Avenue, Chicago. (1934.) 150pp. $2.

CITY MANAGEMENT: THE CINCINNATI EXPERIMENT. By Charles P. Taft. Farrar and Rinehart, Inc., 9 East 41 Street, New York. 275pp. $2.50.

CITY MANAGER YEARBOOK, 1933. Edited by Clarence E. Ridley and Orin F. Nolting. International City Managers' Association, 850 East 58 Street, Chicago. 356pp. $2.

CITY PROBLEMS, 1933. By New York State Conference of Mayors, City Hall, Albany. 152pp. $1.25.

CIVIC EDUCATION IN THE UNITED STATES. By Charles E. Merriam. Charles Scribner's Sons. 597 Fifth Avenue, New York. (1934.) 186pp. $1.75.

CURRENT MUNICIPAL PROBLEMS. By Ernest S. Griffith. Houghton, Mifflin and Company, 2 Park Street, Boston. 293pp. $2.

ENGLISH LOCAL GOVERNMENT. By Herman Finer. W. C. Methuen and Company, 36 Essex Street, London. 533pp. $6.

FISCAL AND ADMINISTRATIVE SURVEY OF THE CITY OF NEW ORLEANS. By New Orleans Tax Revision Commission, City Hall. 142pp.

GOVERNMENT OF THE METROPOLITAN REGION OF CHICAGO. By Charles E. Merriam, Spencer D. Parratt, and Albert Lepawsky. University of Chicago Press, 5750 Ellis Avenue, Chicago. 193pp. $2.

HOW CITIES CAN CUT COSTS. By Clarence E. Ridley and Orin F. Nolting. International City Managers' Association, 850 East 58 Street, Chicago. 58pp. $1.

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PLANNING FOR THE SMALL AMERICAN CITY. By Russell Van Nest Black. Public Administration Service, 850 East 58 Street, Chicago. 90pp. $1.

POPULATION TRENDS. By George T. Ragsdale and Lent D. Upson. NATURAL COMMUNITY AREAS. By J. F. Thaden. RURAL LAND ZONING. By P. A. Herbert. Michigan Commission of Inquiry, 936 First National Bank Building, Detroit. (1934.) 27pp.

POPULATION TRENDS IN THE UNITED STATES. By Warren S. Thompson and P. K. Whelpton. McGraw-Hill Book Company, 330 West 42 Street, New York. 415pp. (Recent Social Trends Monograph.)

REBUILDING OF BLIGHTED AREAS. By Clarence Arthur Perry. Regional Plan Association, 130 East 22 Street, New York. 59pp. $2.

REPORT ON THE IOWA TWENTY-FIVE YEAR CONSERVATION PLAN. By Jacob L. Crane, Jr. and George W. Olcott. Iowa Board of Conservation, Des Moines. 176pp.

SURVEY DEFINING THE BOUNDARIES OF THE CINCINNATI REGION. By Bureau of Governmental Research, Gwynne Building, Cincinnati. 56pp.

TOWN AND COUNTRY PLANNING. By Patrick Abercrombie. Henry Holt and Company, 1 Park Avenue, New York City. 256pp. $1.25.

TRANSITION ZONING. By Arthur C. Comey. Harvard University Press, Cambridge, Massachusetts. 150pp. $2.50.

ZONED MUNICIPALITIES IN THE UNITED STATES. By United States Bureau of Standards, Washington, D. C. 53pp.

TRAFFIC

ANNUAL TRAFFIC ACCIDENT REPORT, 1932. By Directory of Safety, City Hall, Cincinnati, Ohio. 20pp. Charts.

AUTO ACCIDENTS CAN BE REDUCED. By National Safety Council, 20 North Wacker Drive, Chicago. 24pp.

LIMITED WAY PLAN FOR THE GREATER CHICAGO TRAFFIC AREA. By Committee on Traffic and Safety of Chicago City Council, City Hall, Chicago. 103pp.

NORMAL SAFE APPROACH SPEEDS AT INTERSECTIONS. By B. W. Marsh and E. J. Stein. American Automobile Association, Washington, D. C. 48pp.

ORGANIZING FOR A TRAFFIC SURVEY. By Metropolitan Life Insurance Company, 1 Madison Avenue, New York City. 24pp.

POLICEMAN'S PART IN THE TRAFFIC ACCIDENT PROBLEM. By International Association of Chiefs of Police. National Bureau of Casualty and Surety Underwriters, 1 Park Avenue, New York. 29pp. (Tables.)

PROCEEDINGS OF THIRD ANNUAL MEETING OF THE INSTITUTE OF TRAFFIC ENGINEERS, 115 Fifth Avenue, New York City. 139pp. $2.50.

SAFER CITIES. By National Safety Council, 20 North Wacker Drive, Chicago. 39pp. $1.

STREET TRAFFIC CONTROL IN AMERICAN CITIES, 1920 TO 1933. (Bibliography.) By Albert Russell Erskine Bureau for Street Traffic, Harvard University, Cambridge. 223pp. $1.

STREET TRAFFIC FLOW. By Henry Watson. Chapman and Hall, Ltd., 11 Henrietta Street, London, W. C. 2. 395pp.

STUDYING THE MOVEMENT OF VEHICLES. By Metropolitan Life Insurance Company, 1 Madison Avenue, New York City. 24pp.

THEY CALL US CIVILIZED. By Travelers Insurance Company, Hartford, Connecticut. 56pp.

TRANSACTIONS OF THE NATIONAL SAFETY COUNCIL, 1932. National Safety Council, 20 North Wacker Drive, Chicago. V. 2.

HOUSING

ANTI-SLUM CAMPAIGN. By Sir E. D. Simon. Longmans, Green and Company, 55 Fifth Avenue, New York. 205pp. $1.20.

FINAL REPORT OF THE ILLINOIS HOUSING COMMISSION, 160 North LaSalle Street, Chicago. 34pp.

HOUSING IN PHILADELPHIA. By Bernard J. Newman. Philadelphia Housing Association, 311 Juniper Street, Philadelphia. 38pp. 25 cents.

PROCEEDINGS OF NATIONAL CONFERENCE ON SLUM CLEARANCE. The Conference, Cleveland. 123pp. $3.

PUBLIC HOUSING SURVEYS. (An Outline of Planning Procedure for Low-Cost Housing.) By National Association of Housing Officials, 850 East 58 Street, Chicago. (1934.) 20pp.

REPORT OF MAYOR'S HOUSING COMMISSION. City Hall, Milwaukee. 28pp.

STATE LAWS FOR PUBLIC HOUSING. A Memorandum on the Drafting of Enabling Acts for Public Housing Agencies. By National Association of Housing Officials, 850 East 58 Street, Chicago. (1934.) 18pp.

SURVEY OF HOUSING CONDITIONS IN THE BASIN OF THE CITY OF CINCINNATI. By Department of Public Welfare, City Hall, Cincinnati. 13pp.

PUBLIC UTILITIES

DEPRECIATION. By Public Service Commission of Wisconsin. State Law Reporting Company, 30 Vesey Street, New York. (1934.) $1.85.

MUNICIPAL ELECTRIC PLANT MANAGERS. By Edna C. Macmahon. Public Administration Service, 850 East 58 Street, Chicago. (1934.) 38pp. 60 cents.

MUNICIPAL MARKETS IN BUFFALO. By Buffalo Municipal Research Bureau, White Building, Buffalo, New York. (1934.) 22pp. $1.

PUBLIC UTILITY REGULATION. By William E. Mosher and Finla G. Crawford. Harper & Brothers, 49 East 33 Street, New York City. 612pp. $5.

RESULTS OF MUNICIPAL LIGHTING PLANTS. By C. F. Lambert. Burns & McDonnell Engineering Company, Kansas City, Missouri. 88pp. $1.

REVENUES FROM MUNICIPAL FRANCHISES. By American Municipal Association, 850 East 58 Street, Chicago. 4pp. 50 cents.

WHAT ELECTRICITY COSTS. By Morris L. Cooke, ed. The New Republic, Inc., 421 West 21 Street, New York. 275pp. $1.

ADMINISTRATION OF JUSTICE

ADMINISTRATION OF JUSTICE. Edited by Raymond Moley and Schuyler C. Wallace. (*The Annals*, May, 1933) American Academy of Political and Social Science, 3457 Walnut Street, Philadelphia. 256pp. $2.

EXPENDITURES OF PUBLIC MONEY FOR THE ADMINISTRATION OF JUSTICE IN OHIO, 1930. By Ruth Reticker. The Johns Hopkins Press, Baltimore, Maryland. 233pp. $2.50.

REPORT OF THE COMMISSION ON THE ADMINISTRATION OF JUSTICE IN NEW YORK STATE. New York State Printer, Albany. (1934.) 57pp.

WAIVER OF JURY TRIAL IN CRIMINAL CASES IN OHIO. By Kenneth J. Martin. Johns Hopkins Press, Baltimore, Maryland. 85pp. $1.

PUBLIC LIBRARIES

CURRENT PROBLEMS IN PUBLIC LIBRARY FINANCE. By Carl Vitz, ed. American Library Association, 520 North Michigan Avenue, Chicago. 128pp. $1.25.

LIBRARY IN THE SCHOOL. By L. F. Fargo. (New edition.) American Library Association, 520 North Michigan Avenue, Chicago. 479pp. $3.

OUR STARVING LIBRARIES. By R. L. Duffus. Houghton Mifflin Company, 2 Park Street, Boston. 148pp. $1.25.

STANDARDS FOR PUBLIC LIBRARIES. By American Library Association, 520 North Michigan Avenue, Chicago. 2pp. Single copy, free.

EDUCATION

ADMINISTRATION AND SUPERVISION. Bulletin No. 17, U. S. Office of Education. Superintendent of Documents, Washington, D. C. 207pp. 15 cents.

CONSTRUCTIVE ECONOMY IN EDUCATION. By National Education Association, 1201 Sixteenth Street, N. W., Washington, D. C. 25 cents.

EDUCATIONAL LEADERSHIP: ELEVENTH YEARBOOK OF THE DEPARTMENT OF SUPERINTENDENCE, National Education Association, 1201 Sixteenth Street, N. W., Washington, D. C. 544pp.

LARGER UNITS FOR EDUCATIONAL ADMINISTRATION; A POTENTIAL ECONOMY. By Timon Covert. U. S. Office of Education, Washington, D. C. 43pp.

PROBLEMS OF EDUCATION IN THE UNITED STATES. By Charles H. Judd. McGraw-Hill Book Company, 330 West 42 Street, New York. 214pp. $2.50.

REORGANIZATION OF SECONDARY EDUCATION. By U. S. Office of Education. Government Printing Office, Washington, D. C. 423pp. 40 cents.

REPORT OF EDUCATION COSTS IN CITIES OF NEW YORK STATE, 1921-31. By New York State Conference of Mayors, City Hall, Albany.

REPORT OF NATIONAL CONFERENCE ON THE FINANCING OF EDUCATION. By Joint Commission on the Emergency in Education. National Education Association, 1201 Sixteenth Street, N. W., Washington, D. C. 78pp.

RESEARCH PROBLEMS IN SCHOOL FINANCE. By U. S. Office of Education. American Council on Education, Washington, D. C. (National Survey of School Finance.) 164pp. $1.

SCHOOL AND COMMUNITY. By L. Leland Dudley. Harvard University Press, Cambridge, Massachusetts. 176pp. $2.50.

SCHOOL FINANCE. By William G. Carr. (School Economy Series.) Stanford University Press, Stanford University, California. 106pp. 60c.

SCHOOL ORGANIZATION IN THE DETROIT METROPOLITAN AREA. By Don S. Miller. Michigan Commission of Inquiry into Government, 936 First National Bank Building, Detroit. (1934.)

SCHOOL PUBLICITY. By Belmont Farley. Stanford University Press, Stanford University, California. 118pp. (1934.) 60 cents.

SCHOOLS AND THE DEPRESSION; A STATE BY STATE REVIEW. By National Education Association, Washington, D. C. 96pp.

STATE SUPPORT FOR PUBLIC EDUCATION. By Paul R. Mort. American Council on Education, Washington, D. C. (National Survey of School Finance.) 466pp. $2.

SURVEY AND REPORT ON THE PROVIDENCE PUBLIC SCHOOLS. By Governmental Research Bureau, Smith Building, Providence, Rhode Island. 75pp.

LIQUOR CONTROL

LIQUOR CONTROL: PRINCIPLES, MODEL LAW. National Municipal League, 309 East 34 Street, New York. (1934.) 30pp. 50 cents.

STATE LIQUOR CONTROL LAWS. By American Legislators' Association, 850 East 58 Street, Chicago. 37pp. 50 cents.

TOWARD LIQUOR CONTROL. By Raymond B. Fosdick and Albert L. Scott. Harper & Brothers, New York. 220pp. $2.

Selected Periodicals for Municipal Officials

A list of the more important current periodicals of value to American municipal officials, arranged according to subject. All periodicals are monthly unless otherwise indicated.

GENERAL

AMERICAN CITY. American City Magazine Corporation, 470 Fourth Avenue, New York City. $2.

AMERICAN POLITICAL SCIENCE REVIEW. (Bi-monthly.) American Political Science Association, University of Wisconsin, Madison, Wisconsin. $5. (Especially local government notes section.)

BULLETIN OF THE TAYLOR SOCIETY. (Bi-monthly.) Taylor Society, Inc., Engineering Societies Building, 29 West 39 Street, New York City. $3.

LOCAL GOVERNMENT SERVICE. (England.) National Association of Local Government Officers, 3 & 4 Clements Inn, Strand, London, W. C. 2.

MANAGEMENT REVIEW. American Management Association, 20 Vesey Street, New York City. $5.

MUNICIPAL JOURNAL. (England.) (Weekly.) Municipal Journal & Public Works Engineer, 3 & 4 Clements Inn, Strand, London, W. C. 2. 17/.

MUNICIPAL REVIEW. (England.) Association of Municipal Corporations, Palace Chambers, Bridge Street, Westminster, London, S. W. 1. 7¾/6.

MUNICIPAL REVIEW OF CANADA. Municipal Publishing Company, Ltd., 610 Lagauchetiere Street West, Montreal, Quebec. $2.50.

NATIONAL MUNICIPAL REVIEW. National Municipal League, 309 East 34 Street, New York City. $5.

PUBLIC ADMINISTRATION. (Quarterly.) Institute of Public Administration, Palace Chambers, Bridge Street, Westminster, S. W. 1, London. 12/6.

PUBLIC MANAGEMENT. International City Managers' Association, 850 East 58 Street, Chicago, Illinois. $4.

STATE GOVERNMENT. American Legislators' Association, 850 East 58 Street, Chicago, Illinois. $2.50.

UNITED STATES MUNICIPAL NEWS. (Bi-Monthly.) American Municipal Association and United States Conference of Mayors, 850 East 58 Street, Chicago. $6.

UNITED STATES NEWS. (Weekly.) 22nd and M. Streets, N. W., Washington, D. C. $5.

PERSONNEL

CIVIL SERVICE OBSERVER. Western Regional Conference, Civil Service Assembly, 442 Capitol Building, Sacramento, California. $1.

PERSONNEL. (Quarterly.) American Management Association, 20 Vesey St., New York. (Free to members.)

PERSONNEL JOURNAL. (Bi-monthly.) The Personnel Research Federation, 29 West 39 Street, New York. $5.

MUNICIPAL FINANCE

BOND BUYER. (Weekly, $25; Daily, $15 per month.) Bond Buyer, 67 Pearl Street, New York City.

BULLETIN OF THE NATIONAL TAX ASSOCIATION. National Tax Association, 195 Broadway, New York City. $2.

COMMERCIAL STANDARDS MONTHLY. U. S. Bureau of Standards, Government Printing Office, Washington, D. C. $1.

MUNICIPAL FINANCE NEWS LETTER. (Bi-weekly.) Municipal Finance Officers' Association, 850 East 58 Street, Chicago. $2.50.

MUNICIPAL FINANCE. (Quarterly.) Municipal Finance Officers' Association, 850 East 58 Street, Chicago. $1.50.

PURCHASING AGENT. National Association of Purchasing Agents, 53 Park Place, New York City. $2.

TAX DIGEST. California Taxpayers' Association, 775 Subway Terminal Building, Los Angeles, California. $2.

TAX MAGAZINE. Commerce Clearing House, Inc., 205 West Monroe Street, Chicago, Illinois. $4.

POLICE

JOURNAL OF CRIMINAL LAW AND CRIMINOLOGY. (Bi-monthly.) Northwestern University School of Law, 357 East Chicago Avenue, Chicago, Illinois. $3.50.

NATIONAL POLICE OFFICER. National Police Publishing Company, 14 North Central Avenue, St. Louis, Missouri. $2.

POLICE CHIEFS' NEWS LETTER. International Association of Chiefs of Police, 850 East 58 Street, Chicago.

POLICE JOURNAL. (England.) (Quarterly.)

Philip Allan & Company, Ltd., 69 Great Russell Street, London, W. C. 1. 5/.

POLICE JOURNAL. 1123 Broadway, New York. $2.

FIRE

FIRE ENGINEERING. Case-Shepperd-Mann Publishing Corporation, 24 West 40 Street, New York City. $2.

FIRE PROTECTION. National Underwriter Company, 420 East Fourth Street, Cincinnati, Ohio. $1.50.

INTERNATIONAL FIRE FIGHTER. International Association of Fire Fighters, A. F. of L. Building, Washington, D. C.

NATIONAL FIRE PROTECTION ASSOCIATION QUARTERLY. (Quarterly.) National Fire Protection Association, 60 Batterymarch Street, Boston. $3.

VOLUNTEER FIREMEN. National Fire Protection Association, 60 Batterymarch Street, Boston.

PUBLIC WORKS

CIVIL ENGINEERING. American Society of Civil Engineers, 33 West 39 Street, New York City. $4.

ENGINEERING NEWS-RECORD. (Weekly.) McGraw-Hill Publishing Company, 330 West 42 Street, New York City. $5.

MUNICIPAL SANITATION. Case-Shepperd-Mann Publishing Company, 24 West 40 Street, New York City. $2.

PUBLIC CLEANSING. (Quarterly.) Public Cleansing, Oakfield, North Queensferry, Fife, Scotland. 10/6.

PUBLIC ROADS. Bureau of Public Roads, U. S. Department of Agriculture, Willard Building, Washington, D. C. $1.

PUBLIC WORKS. A. Prescott Folwell, 122 South Michigan Avenue, Chicago, Illinois. $4.

ROADS AND STREETS. Gillette Publishing Company, 400 West Madison Street, Chicago. $2.

CITY PLANNING

AIRPORTS. Bank of Manhattan Company Building, Flushing, New York. $1.

CITY PLANNING. (Quarterly.) National Conference on City Planning, 12 Prescott Street, Cambridge, Mass. $3.

CIVIC COMMENT. (Occasional.) American Civic Association, Union Trust Building, Washington, D. C. $2.

INTERNATIONAL HOUSING AND TOWN PLANNING BULLETIN. International Federation for Housing and Town Planning, 25 Bedford Row, London, W. C. 1.

TOWN AND COUNTRY PLANNING. (Quarterly.) Garden Cities and Town Planning Association, 3 Gray's Inn Pl., Gray's Inn, London, W. C. 1. 5/.

TOWN PLANNING REVIEW. (Quarterly.) Town Planning Review, University Press of Liverpool, Liverpool, England. 15/.

HOUSING

HOUSING. (Quarterly.) National Housing Association, 105 East 22 Street, New York City. $4.

MILLAR'S HOUSING LETTER. (Weekly.) John H. Millar, 440 South Dearborn Street, Chicago, Illinois. $15.

PARKS AND RECREATION

PARKS AND RECREATION. American Institute of Park Executives, 327 West Jefferson Street, Rockford, Illinois. $3.

RECREATION. National Recreation Association, 315 Fourth Avenue, New York City. $2.

PUBLIC UTILITIES

JOURNAL OF LAND AND PUBLIC UTILITY ECONOMICS. (Quarterly.) Institute for Economic Research, 357 East Chicago Avenue, Chicago, Illinois. $5.

PUBLIC OWNERSHIP. Public Ownership League of America, 127 North Dearborn Street, Chicago, Illinois. $3.

PUBLIC UTILITIES FORTNIGHTLY. (Semimonthly.) Public Utilities Reports, Inc., Munsey Building, Washington, D. C. $15.

WATER WORKS AND SEWERAGE. Gillette Publishing Company, Daily News Building, Chicago, Illinois. $1.

JOURNAL OF THE AMERICAN WATER WORKS ASSOCIATION. 2411 North Charles Street, Baltimore, Maryland. $7.

PUBLIC SAFETY

PUBLIC SAFETY. National Safety Council, Inc., 20 North Wacker Drive, Chicago, Illinois. $1.

PUBLIC HEALTH

AMERICAN JOURNAL OF PUBLIC HEALTH. American Public Health Association, 450 Seventh Avenue, New York City. $5.

MENTAL HYGIENE. National Committee for Mental Hygiene, 450 Seventh Avenue, New York City. $3.

PUBLIC HEALTH REPORTS. (Weekly.) U. S. Public Health Service, Treasury Department, Government Printing Office, Washington, D. C. $1.50.

PUBLIC WELFARE

AMERICAN LABOR LEGISLATION REVIEW. (Quarterly.) 131 East 23 Street, New York City. $3.

BETTER TIMES. (Quarterly, also News Bulletin Weekly, October to June.) Welfare Council of New York City, 122 East 22 Street, New York City. $3.

COMPASS. By American Association of Social Workers, 130 East 22 Street, New York City. $1.

MONTHLY BULLETIN ON SOCIAL STATISTICS. Children's Bureau, U. S. Department of Labor, Washington, D. C.

MONTHLY LABOR REVIEW. U. S. Bureau of Labor Statistics, Government Printing Office, Washington, D. C. $1.50.

PUBLIC WELFARE NEWS. American Public Welfare Association, 850 East 58 Street, Chicago. $1.

SOCIAL FORCES. (Quarterly.) Social Forces, University of North Carolina, Chapel Hill, North Carolina. $4.

SOCIAL SECURITY. American Association for Social Security, 22 East 17 Street, New York City. $2.

SOCIAL SERVICE REVIEW. (Quarterly.) University of Chicago Press, 5750 Ellis Avenue, Chicago. $4.

SURVEY AND SURVEY GRAPHIC. (Bi-weekly.) Survey Associates, Inc., 112 East 19 Street, New York City. $5.

EDUCATION

AMERICAN SCHOOL BOARD JOURNAL. The Bruce Publishing Company, 524-44 North Milwaukee Street, Milwaukee, Wisconsin. $3.

EDUCATIONAL RECORD. (Quarterly.) American Council on Education, 744 Jackson Place, Washington, D. C. $2.

JOURNAL OF THE NATIONAL EDUCATION ASSOCIATION. (Monthly except July, August, and September.) National Education Association, 1201 Sixteenth Street, N. W., Washington, D. C. $2.

NATION'S SCHOOLS. 919 North Michigan Avenue, Chicago. $2.

RESEARCH BULLETIN OF THE NATIONAL EDUCATION ASSOCIATION. (Five times a year.) 1201 Sixteenth Street, N. W., Washington, D. C. $1.

SCHOOL EXECUTIVES' MAGAZINE. 1126 Q Street, Lincoln, Nebraska. $2.

SCHOOL LIFE. (Monthly, September-June.) U. S. Department of Interior, Office of Education, Washington, D. C. (Order from Superintendent of Documents.) $1.

LIBRARIES

BULLETIN OF THE AMERICAN LIBRARY ASSOCIATION. American Library Association, 520 North Michigan Avenue, Chicago. $3.

LIBRARY JOURNAL. (Bi-monthly.) 62 West 45 Street, New York City. $5.

LIBRARY QUARTERLY. (Quarterly.) The University of Chicago Press, 5750 Ellis Avenue, Chicago. $5.

COURTS

JOURNAL OF THE AMERICAN JUDICATURE SOCIETY. (Bi-monthly.) American Judicature Society, Law School Building, University of Michigan, Ann Arbor, Michigan. Free.

LEGAL AID REVIEW. (Quarterly.) Legal Aid Society, 11 Park Place, New York City.

PANEL. Association of Grand Jurors of New York County, 105 West 40 Street, New York City.

STATE LEAGUE JOURNALS

AMERICAN MUNICIPALITIES. League of Iowa Municipalities, 21 West Main Street, Marshalltown, Iowa. $1.

BOROUGH BULLETIN. Pennsylvania State Association of Boroughs, Hanover, Pennsylvania. $2.50.

COLORADO MUNICIPALITIES. Bureau of Business and Government Research, University of Colorado, Boulder, Colorado. $1.50.

FLORIDA MUNICIPAL RECORD. Florida League of Municipalities, 1707 Barnett National Bank Building, Jacksonville, Florida. $2.

ILLINOIS MUNICIPAL REVIEW. Illinois Municipal League, 500 Capitol Avenue, Springfield, Illinois. $2.

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MINNESOTA MUNICIPALITIES. League of Minnesota Municipalities, 16 University Library, Minneapolis, Minnesota. $2.50.

MUNICIPALITY. League of Wisconsin Municipalities, 114 North Carroll Street, Madison, Wisconsin. $2.50.

MUNICIPAL LEAGUE REVIEW. (Indiana.) Municipal League of Indiana, Kokomo, Indiana. $1.50.

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WESTERN CITY. League of California Municipalities, 333 Roosevelt Building, Los Angeles, California. $2.

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